

The National Rotarian

Vol. II

MARCH 1912

No. 3

ANNIVERSARY NUMBER



FOUNDED
FEBRUARY TWENTY-THIRD
A. D. 1905

THOSE WHO WERE PRESENT AT THE FIRST MEETING OF
THE FIRST ROTARY CLUB HAVE BEEN
INTERVIEWED; SEE PAGE 11

THE ELEMENTS OF ROTARIANISM

INTEGRITY—the qualification for membership.

Rotary Clubs must be so cautious and discriminating in selecting their members that it will come to pass that as the word "Sterling" is to silverware so will the mark of "Rotary" be to the goods and service offered for sale by a Rotarian.

OPPORTUNITY—the privilege of membership.

In Rotary is given an opportunity not to be found in other clubs—that of making your business as well known to your fellow members as is your face and name. It is not merely that you are known by your fellow-members but you **and your business** become familiar to them.

SERVICE—the responsibility of membership.

Success and happiness come through service. In Rotary a man becomes so well acquainted with his fellow members' business that he is constantly in position to serve them by patronizing them, by recommending others to the, by giving them tips as to possible chances of getting business, by giving them the benefit of valuable ideas which he has worked out in his own business, and in many other ways. The average man likes to be able to do good turns to other men. It is the spirit of unselfish service to fellow members that makes Rotary a great institution. However, it is also true that "He profits most who serves best."

SUCCESS—the result of membership.

- With every member trying to be of some service to his fellow members it is inevitable that the accomplishment of a great deal of business must result. All may not profit alike nor immediately but the aggregate volume of business accomplished during one year through a Rotary Club is simply astonishing as has been demonstrated in every Rotary Club.

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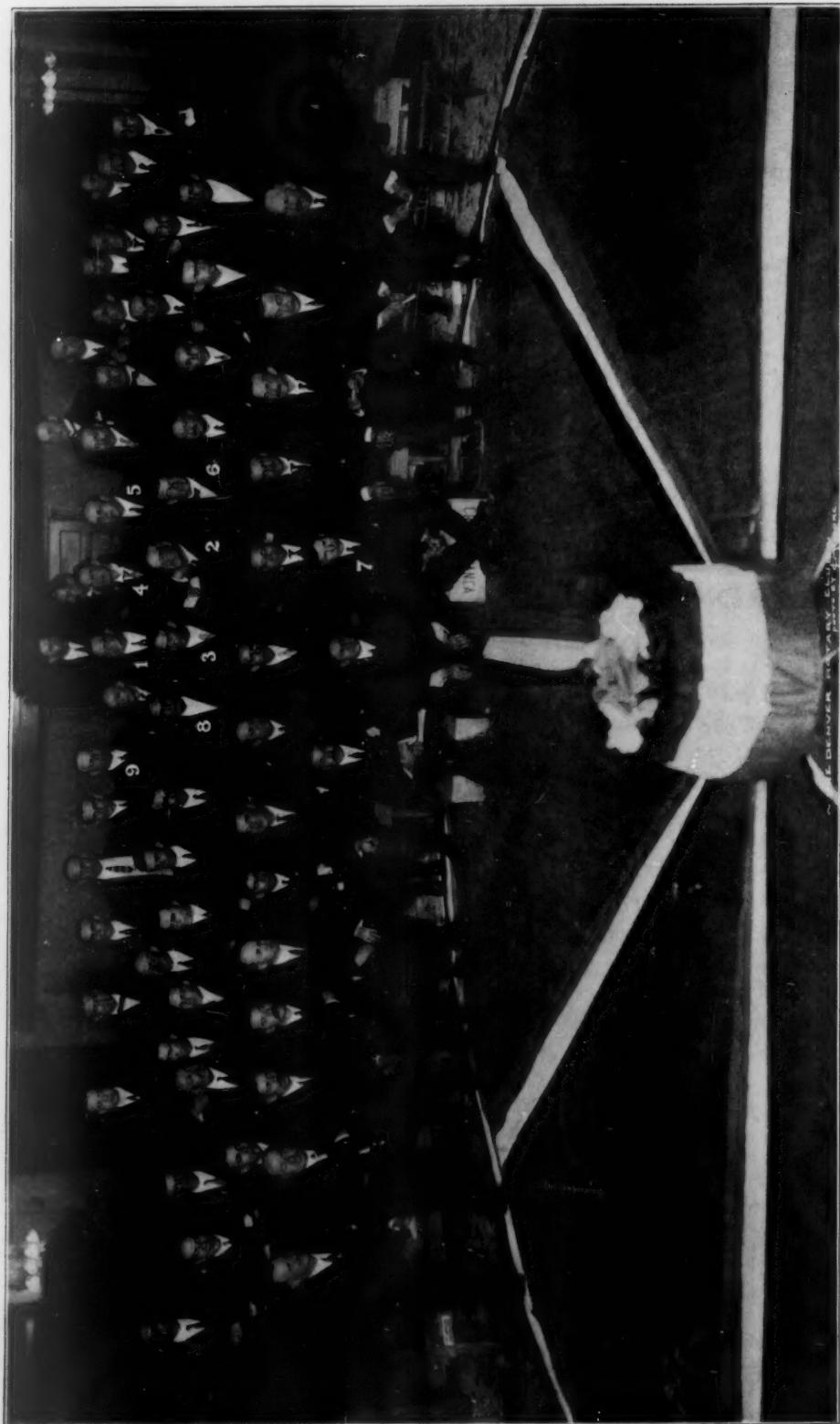
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ROTARY CLUB OF DENVER (COLO.) AT THEIR FIFTH WHEEL DINNER
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OFFICIAL ORGAN OF THE NATIONAL ASSOCIATION OF ROTARY CLUBS

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The Relations of Members

An Address Delivered by E. G. Shorrock Before the Rotary Club
of Seattle, Washington

The following extracts from Article IX of the By-Laws of the Seattle Rotary Club may appropriately be used as the text of this discourse:

"Each member is benefited by actual contact with representative men engaged in widely different occupations, thereby broadening his horizon, enlarging his point of view and offsetting the narrowing tendencies of specialized pursuits. A true conception of that fusion of individual interests which constitutes public welfare is realized and each member is thereby enabled to more intelligently meet the responsibilities of civic and business life.

"The Club promotes ethical standards in business and tends to produce true democracy between and among the several representative occupations, with the attendant benefits to society.

"The selection of a member to participate in the deliberations of this club is an expression of the confidence

of the club in such member and of its good will toward him. As his business is an expression of himself he is expected to represent his business, not to submerge it, and by so doing he reaps such benefit as naturally and properly flows from an enlarged acquaintance and from the recognition of his efficiency and integrity of which his selection to membership in this club is evidence.

"Membership is both a responsibility and a privilege. If the one is met, and the other used, by each member, the result will be the effective direction of the vitality of commerce towards progressive efforts for good."

The Article from which the foregoing quotations are made reached its present form only after prolonged con-

sideration by the Trustees. It represented the composite ideas of the Trustees, and by its acceptance by the members at large it became the platform of the club for the time being.



E. G. SHORROCK,
Certified Public Accountant
President Rotary Club of Seattle

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It is thought desirable at this time to endeavor to more fully acquaint members, and particularly new members, with certain features of the principles and policies of the Rotary Club which our two years' experience as a club has shown, as we believe, to be conducive to the interests of the club and of its members individually. It is thought also that although the policies of the club are set forth in our By-Laws, a little amplification and discussion will be of service to us all in that, combined with our own experience within the club, it will enable us to meet some of the objections and criticisms (caused usually by a lack of information) which are sometimes made by non-members, and will perhaps bring forth some new ideas.

To deal first with a common cause of misunderstanding. It cannot be too strongly emphasized that membership of the Rotary Club carries with it no obligation whatsoever on the part of any member to do business with another member to the disturbance of or at the risk of disturbing existing and satisfactory business arrangements with non-members, or to the extent of giving preference in the awarding of business to Rotary members on any other than a commercial basis.

Therefore, if a member is receiving satisfactory service from a non-member, he is not called upon to terminate that service and to substitute for it the service of a member of the Rotary Club, and while it is believed that a member should whenever possible or consistent recommend his fellow members and give them the opportunity of participating in new business, it is not contended that in the awarding of business he should make a sacrifice in order to give the business to a member of this club.

The membership committee is doing careful and conscientious work. It goes very thoroughly into the credentials of every candidate before recommending him for membership. It is a

fair assumption that if a candidate can pass the scrutiny of the membership committee, as well as the submission of his name to the members at large, without objection being made to his admission, he is a desirable man, and should have the support of the other members. Events will soon show whether or not that support is well merited.

Admission to the club, combined with the fact that only one person, or representatives of one firm or institution, in the same line of business are admitted, gives the member his opportunity, and it is an opportunity such as is afforded by no other organization. It is for the member to take advantage of it and to demonstrate his worth to his fellow members.

The Rotary Club is unique not only in its single membership from any one line of business but also in its policy of encouraging business relations between its members. To repeat one of the quotations made at the outset: "As a member's business is an expression of himself he is expected to represent his business; not to submerge it, and by so doing he reaps such benefit as naturally and properly flows from an enlarged acquaintance and from the recognition of his efficiency and integrity, of which his selection to membership is evidence."

The success of the club thus far, and the experience of those members who have endeavored to avail themselves to the fullest extent of the privileges of membership, have justified the policy of avoiding paternalism or involuntary patronage and of encouraging individuality.

If the individual member will do his part by favorably impressing himself and his business upon the membership; by displaying a willingness to participate in the meetings and the work of the club; and by himself becoming a booster, he will find that his fellow members will not be wanting in an effort to assist him in obtaining

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all the benefits that are derivable from membership.

A moment's consideration will show that any governing principles concerning our business relations which should vary in substance with those just laid down, would be subversive of the best interests of the individual, the club, and the community. Once admitted to the club, the individual, confident that business would come to him from other members as a matter of course or obligation, would be deprived of the incentive to extend his acquaintance with and promote his business among his fellow members or to become an active member of the club. The club would suffer because of the resulting indifference of its members to its larger affairs and because a public sentiment adverse to the club would inevitably be created. The community would suffer because an agreement between two or three hundred representative men or concerns in as many different lines of business to trade exclusively with each other would have at any rate some detrimental economic effect by diminishing legitimate competition and limiting the freedom of contract, and because the Rotary Club would be a negligible factor in movements for the common good.

So that it will be seen that even upon the narrow basis of self-interest, as well as upon broader grounds, the principles just outlined are justified.

Those members who have not taken advantage of their membership—and let us hope they are few and far between—have themselves to blame if that membership has not in some measure at least been of benefit to them. Any member who is unable to appreciate and avail himself of the opportunity which this club gives him is either lacking in business sense or has failed to grasp the elementary principles of Rotaryism.

It will usually be found that the man who complains that he has got

nothing out of the club has put nothing into it. The member who believes that by the payment of his dues he has performed his whole duty to the club and that without effort on his part business will thenceforward flow to him from his brother Rotarians in an ever-increasing stream will be disappointed, and rightly so. We cannot get something for nothing, even in the Rotary Club.

Nothing herein contained is intended to imply that it is necessary for us to be continually talking shop. One cannot be of permanent benefit to himself by being a nuisance to other people, and to a man of intelligence other and more fruitful methods of impressing himself and his business efficiency upon his fellow members will readily suggest themselves.

The fact that a member is the sole representative in the club of his line of business should imbue him with a sense of responsibility and a determination to give the very best of attention and service to business which may come to him from or through his fellow members. He should endeavor to prove himself a worthy representative of his business and should not presume upon his membership to bolster up poor work or poor service, or to free him from a scrupulous fulfillment of his financial obligations.

We should take a broad view of our business responsibilities toward each other, and our transactions should be so conducted that they will in the aggregate tend to elevate the standard of commercial ethics.

It is essential to the upbuilding of this club that the "square deal" be our watchword in our relations with each other and with the public. Every member, therefore, owes it to the club and to himself not only to be individually an apostle of the "square deal," but also to promptly bring before the Trustees any misconduct on the part of any other member which in his judgment is a reflection upon that

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member and renders the continuance of his membership undesirable.

This club can be made effective for the good of the members and for the good of the community only by the united action of the members, and there is no room in the club for members who are apathetic; who make no effort to increase their acquaintance in the club, or who make a point of attending the meetings only often enough to escape being dropped as absentees. Every comatose member is keeping out some one who might be of service to the club.

While the business relations of members are an important feature of our organization, its social relations are to many of us even more important and valuable.

Our weekly meetings, giving us as they do the opportunity of foregathering with optimistic, capable and energetic men in many walks of life, are a stimulus and a tonic, and the good fellowship which has always been one of the distinguishing features of our club has led to the formation of friendships which will always give the Rotary Club a warm place in our hearts.

In conclusion and partly by way of recapitulation it may be said:

First: That members are not obligated to do business with other members; or to make sacrifices in order to do business with other members; or

to cancel existing business arrangements in order to do business with other members. But so far as they can consistently do so they should give other members the opportunity of participating in their business, and should by their influence and recommendations promote the interests of other members.

Second: That members are expected to represent their business and to develop business connections with other members. They can do this and will reap the full benefit of membership only by regular attendance at the meetings; by the diligent cultivation of acquaintance; by the manifestation of willingness to share in the work of the club; and by the determination to give a "square deal." These are some of the duties which every member owes not only to himself but also to his fellow members.

Third: That the Rotary Club discourages absenteeism. The club needs the presence of the members as well as their names and their dues. Every dead member is keeping a possible live one out, and is detrimental to the interests and development of the club.

Fourth: That we should seek to maintain a proper balance between our business, our social, and our public relations. It is by so doing that we shall as an organization be of the maximum service to ourselves and the commonwealth.

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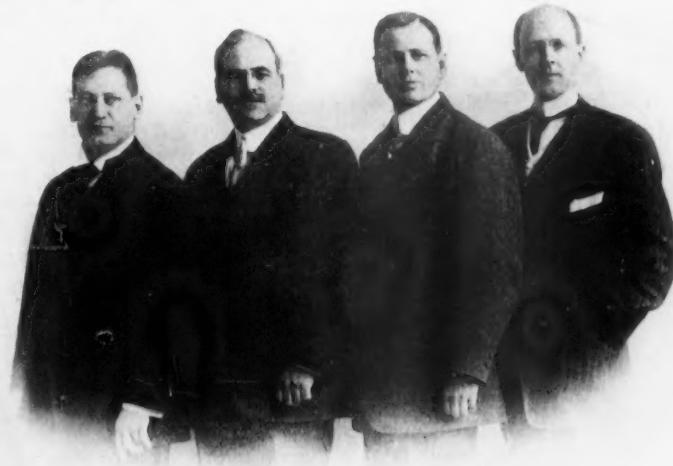
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J. P. DUGGER, Secretary, (Member Chicago Rotary Club)

St. Louis Manager, OTTO DIECKMANN, Jr., (Member Saint Louis Rotary Club)

The Founding of the First Rotary Club

The Seventh Anniversary of the founding of the Rotary Club of Chicago was observed informally at the regular meeting of the Rotary Club of Chicago held Thursday evening, February 22nd, 1912. President W. S. Miller acted as Toastmaster and at an appropriate point in the program introduced the four original Rotarians, who were present to help celebrate the occasion. As they arose from their seats amid hearty applause our staff photographer snapped a picture of them.



G. H. Loehr, Silvester Schiele, H. E. Shorey and Paul P. Harris

Mr. Schiele, Mr. Shorey and Mr. Loehr, when called upon to speak, each made a few appropriate remarks expressing their pleasure at being present on this occasion and their amazement at the growth and development of the Rotary Club idea.

Mr. Harris was introduced as the "Father of Rotary," and was greeted with great applause. He spoke for a while in a reminiscent mood and then concluded with an eloquent explanation of the idea of service which has come to be the dominant note in Rotarianism.

After the close of the meeting the Editor of The National Rotarian took advantage of the opportunity to interview each of the four now famous men, questioning them particularly as to the incidents relating to that first meeting of Rotarians, on February 23rd, 1905.

Mr. Harris said in part:

How did it come to start? Well, I had been thinking about some such an association for quite awhile. In the first place, Mr. Loehr and Mr. Schiele and Mr. Ruggles and myself and others perhaps, were already in the habit of exchanging business favors in a reciprocal way. At least I was the recipient of friendly courtesies from these gentlemen and undoubtedly I had sent some business to them.

One of the things which set me to thinking especially upon this matter was a visit I paid to a brother lawyer at his home in an outlying part of the city. After dinner we went out for a walk, and stepping into the drug store, he introduced me to the druggist and then we dropped into the cigar store and I met the cigar man. We paused a moment or two at the grocery store and I met the grocer and so on around the neighborhood. My friend

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seemed to know almost everybody, and I realized that such an acquaintanceship must be very beneficial to a man. I felt it ought to be possible to have some sort of a Club where the newcomer in a big city could have the advantages of acquaintanceship and friendship and business opportunities which he would have in a small community, where he could know everybody.

I suppose I talked about the matter with Schiele and Loehr for months and months until we just decided to get together and start something. Mr. Loehr and I made the appointment to meet in his office and he agreed to have Shorey there and I was to bring Schiele. I remember Schiele and I went over to Madame Galli's for a spaghetti dinner, after which we went up to Mr. Loehr's office. There were just the four of us present that night and we talked the matter over in a general way and decided that we would have another meeting about a week later at my office. No, there wasn't anything startling at the first meeting. It seems to me that there was some discussion between Loehr and Shorey over some young lady that they were both in the habit of calling upon, but that didn't have anything to do with the Club.

We continued to meet evenings at the business offices of the members for several months and in that way we got acquainted with each other's place of business and learned how we could be of help to the other fellow. At the second meeting there were a few others present. I think Mr. Ruggles and Mr. Jenson were present at the second meeting, and then there were a few more at the third meeting, at which time we thought we had enough to decide upon a President, and we elected Mr. Schiele that night as our first President.

If I am not mistaken it was that same evening that we selected the name. I think I suggested several, among which was Rotary. It seems to me the one I liked best was "The Conspirators," but the crowd wouldn't stand for that at all. The name Rotary came to me from the thought that we were rotating about in our meetings from the office of one member to that of another, and also there was some idea of the rotation of business among the members. Anyway "Rotary" met with favor and was formally adopted.

In the fall of 1905 our membership had grown so that it was rather inconvenient to meet at offices, and I think it was Ruggles that suggested that as many of us stayed down town for dinner anyway in order to attend the meeting at the offices, we might just as well all meet for dinner at once place, and I think the first dinner meeting we had was at the old Sherman

House in the main dining room. After the dinner we went upstairs to a double bedroom and held our meeting there. This was the beginning of the dinner meetings which have now become such a feature of Rotarianism. The noonday luncheons were established later.

It would be quite a good idea to get Mr. Schiele to give you a sketch of the events during his term as President and then get Mr. White, the second President of the Chicago Rotary Club, to do the same for his term. In those first two years there were many developments, but the greatest of all things developed in Rotary is the idea of service which we now have as Rotarians.

Mr. Schiele said:

The first meeting? Yes, sir, I remember quite clearly the night when we had that meeting at Loehr's office and started what was subsequently called the Rotary Club. The idea had been developing in Harris' mind for quite a time. I believe that he and Loehr had discussed the matter, but I know that for a year or more Harris had tried to interest me in the idea and I did not warm up to it very much, as I should have done. Harris and I had been friends for a number of years. We had lived at the same hotel and we had held the relationship of lawyer and client, and by the way, I was in the coal business then. That was before I became an officer of the Old Colony Life Insurance Co. As to that first meeting, I remember that Harris said something to me like this: "Say, Schiele, I want you to come down to my office tomorrow night. We are going to have a little meeting to discuss that new club which we are going to start. You know it's going to be a sort of a booster organization, and yet we are not going to call ourselves boosters, but the idea is that each one of us is going to have some thought for the welfare of the other fellow and be sort of boosting for him at all times."

Yes, there were only four of us and we did not meet for dinner. If I am not mistaken I called for Mr. Harris at his office and we went to dinner together. Afterwards we went to Mr. Loehr's office, which was in the Unity building. There we met Mr. Shorey and Mr. Loehr and talked the matter over and decided to start the club. There was no chairman but Shorey acted as secretary. We agreed to meet a week later at Mr. Harris' office, which we did.

The third meeting was held at my office, and it was there I believe that I was elected President of the Club for its first year. I can't remember that there was anything startling said or done at that first meeting. We talked the subject over just as four business men would consider any matter

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of serious import to them. We didn't take it as a joke at all; we considered it a serious matter of business. I believe there was some apprehension expressed as to the possibility that our boasting for each other would get the rest of our customers down on us, but that has really never amounted to anything in practice.

Mr. Shorey's remarks were as follows:

The first I knew of the idea was when my friend Gus Loehr brought to my store his friend, Mr. Harris, and they told me that they had been considering the formation of a club which would be limited to one man in each line of business and explained to me that I was to be the merchant tailor of the club. Their idea of my making a lot of new friends who presumably would be working overtime to get peo-

"Well, Shorey, I think you had better act as Secretary of this meeting and make notes of the fact that we met here and decided to meet again." I only acted as Secretary until Mr. Jenson came in a few weeks later. I think the next meeting was held in Harris' office and after that we met at Schiele's office and at Ruggles' and Jenson's, and the club just kept growing. I continued to represent the merchant tailoring line in the club for several years, but my mother's illness compelled me to leave the city for quite a period of time and so I had to surrender my membership. Come to think of it, I must have those old minutes somewhere, and I am going to hunt them up and turn them over to the Chicago Club or the National Association, for I suppose they ought to be preserved.

Our active staff photographer got "the original four" to sit for another snap-shot. This picture shows them, as it were, in Mr. Loehr's office when selecting the names of Mr. Ruggles and Mr. Jenson and others to be invited to the second meeting.



Mr. Schiele. Mr. Harris.

Mr. Shorey. Mr. Loehr.

ple to come and have their clothes made at my place struck me as a pretty good proposition and I told them that they could count me in on it. A few days later Loehr telephoned me to come down to his office that evening in order to talk the matter over further. Each one got his own dinner and then we assembled at Loehr's office about 7 o'clock. Mr. Harris and Mr. Loehr and Mr. Schiele and myself discussed the matter from various view points until the four of us agreed that the starting of such a club was a go and that we would have another meeting within a week or so at the office of one of us and that we would each one speak to some friend about the subject in the meantime. I remember that somebody, I think it was Loehr, said:

Mr. Loehr was seen later in his office in the Unity building and granted an interview in the very room where the first four Rotarians assembled. Mr. Loehr said:

The first meeting was held here in my office. Yes, sir, the room is just about the same as it was that night. These two big moose heads were there and on the whole it is just the same. We got together rather informally and Shorey acted as Secretary. No, there wasn't any chairman, but I think that Harris sort of directed the proceedings and steered the conversation, naturally, being a lawyer. There were just the four of us. Mr. Harris brought Mr. Schiele and I brought Mr. Shorey. We did a lot of talking and decided that the thing should be started and that we would each

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one get one or more of our friends interested and that we would have another meeting. I think the next meeting was to be at Mr. Harris' office. I don't recall why we chose that night. Harris and I had been acquainted for some time. He had been my attorney in some important matters and we had been rather closely associated together. I made it my business to show my appreciation of his good work for me by getting some of my acquaintances to give him their law business, and I saw to it that they did come to him and that they did give him their law business. That's Rotary. When you undertake to do a favor

for a fellow, follow it up and make a good job of it. Then Harris began talking about a plan by which a man could have a couple hundred good friends who could be working and boasting for him and for each other. He kept talking to me about it and I saw the advantage of it and then we got together that night and the thing was discussed. Schiele and Shorey seemed to catch it quickly and so the club was started. From the beginning, Harris did all the work and he has fathered and developed the idea until it has grown into the great movement it is today.

A SKETCH OF ARTHUR FREDERICK SHELDON

PRESIDENT OF THE SHELDON SCHOOL OF CHICAGO

Mr. Sheldon has, for the past ten years, been actively identified with the Sheldon School, an institution which has students to the number of sixty thousand scattered throughout the country, many of them being well known and successful business men.

The institution which Mr. Sheldon founded, was launched some ten years ago for the purpose of teaching "The Science of Salesmanship," but has since broadened its scope until it is now teaching what is known as "The Science of Business Building," which he defines as "the power to make permanent and profitable patrons."

What Blackstone did for jurisprudence, in the classification of the laws of England, Mr. Sheldon is doing for the business world, in the classification of natural laws underlying business conduct. The application of these natural laws results in increasing the man-power and efficiency of individuals and business institutions.

For years Mr. Sheldon has been actively engaged in the handling and training of salesmen and sales managers. He is well known throughout the country as a teacher and lecturer on business topics, especially Salesmanship.

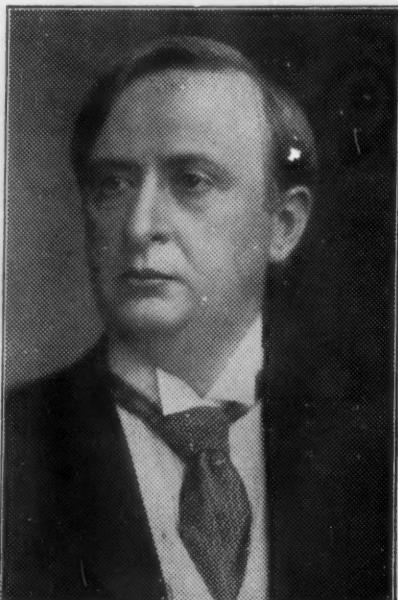
Mr. Sheldon is a graduate of the Uni-

versity of Michigan. He is now planning to establish a commercial university, which will be primarily designed to train men for commercial careers—the central idea being to elevate business to the rank of a profession, and provide a laboratory for special work along commercial lines.

A little over four years ago Mr. Sheldon was received as a member of the Rotary Club of Chicago, and gave the members a talk which electrified them. He was quick to join Mr. Harris in the conception of a National Rotary and did what he could to spread the seed as he traveled.

Last year President Harris appointed Mr. Sheldon chairman of the Business Methods committee of the National Association and this year he is a member of the Committee on Extension Abroad. He has been made an honorary member of the Rotary Clubs of London and various other cities where he has delivered addresses.

When the Rotary convention assembled at Portland last summer it received from Mr. Sheldon his creed, which appears upon the pages immediately following this, and nothing made a more profound and lasting impression upon the delegates than the reading of "My Platform."



ARTHUR F. SHELDON

"My Platform"

I believe—

- That we are living in a scientific age, one in which all lines of useful effort are rapidly becoming reduced to a scientific basis.
- That we are living in an age of the survival of the fittest.
- That it means more to be fit today than it did ten years ago.
- That it will mean more to be fit ten years from now than it does today.
- That we are living in a commercial age, and that commerce or business is a science.
- That a science is simply classified common sense based upon proper seeing, grasping, comparing and recording of facts.
- That a profession is a science practiced.
- That the science of business is the science of service; he profits most who serves best.
- That when business getting and business building are reduced to a science by organizing the knowledge pertaining to them we thereby elevate business to a professional plane.
- That the success of any institution is the sum of the successes of the people engaged in its service.
- That no house is greater than its representatives and that every one connected with the house is its representative.
- That a house is known by the customers it keeps.
- That both the getting and keeping of customers depends upon the efficiency of its representatives.
- That in the broad sense every one is a salesman; each has something to sell, whether it be services or goods.
- That success in life commercially hinges upon business building, the art of securing permanent and profitable patronage.
- That the life-blood of business building is salesmanship, the power to persuade people to purchase product at a profit.
- That the heart which pumps the life-blood of salesmanship is service—the power to serve to the end of satisfaction and profit of both buyer and seller.
- That all of the natural laws of success may be boiled down to four injunctions which apply especially to

the salesman. These are: First, Man, know thyself; second, know the other fellow; third, know thy business; fourth, apply this knowledge.

More in detail these injunctions may be stated as follows:

First, he must have a good knowledge of himself. This knowledge, applied, secures for him that confidence which is the basis of all trade.

Second, he must have an accurate knowledge of human nature, so as to deal with the customer in the most intelligent manner; his individuality, needs, moods and whims.

Third, he must be able so to analyze his goods or proposition that the points brought out will show to the best advantage the desirability or utility of the thing under consideration. This is logic.

Fourth, he must have a knowledge of the Mental Law of Sale and how to lead the mind of his customer through different steps. Here is where a practical aspect is given to psychology.

That those upon whom rests the burden of making and distributing the world's products are entitled to the enlightening and uplifting influence of science as much as anyone can be.

That this enlightening and uplifting influence can be spread only through education.

That education is eduction, drawing out, development of the positive or desirable qualities.

That this eduction is the WHAT of education.

That the HOW of it is two-fold: first, nourishment; and, second, use.

That the mental man must have mental exercise and mental food as a means of growth as certainly as must the physical.

That the fruits of education are health, money, honor, and harmonious adaptation to environment, as well as culture; that these are reliability, endurance and action as well as ability.

That the eductive process may be applied to the development of the body, the sensibilities or feelings, and to the will as well as to the intellect.

That the result of the education of the positive qualities of the intellect is ability or intellectual capacity; of the sensibilities, reliability; of the body, endurance; of the will, action.

That therefore the prime purpose of true education is to increase man's area, AREA being spelled with the initials of these four words.

- That success in life in its broad sense is a matter not of luck or chance, but is governed by laws of nature—mental, moral, physical and spiritual.
- That to work in harmony with all of these laws would mean success of the highest order.
- That to violate some of them means only partial success.
- That to violate enough of them means failure.
- That it is possible to discern and teach these natural laws and that to do so is better than to cram the head of the student with much that is now taught in the name of education.
- That all men and women have the same inherent faculties and qualities, the difference being only in degree of development.
- That a good quality well developed is positive—undeveloped or abnormally developed, it is a negative.
- That the positive qualities are the instruments for the expression of these natural laws.
- That when the qualities are made right the man is made right.
- That when the man is made right the work takes care of itself.
- That man's value to himself, to his employer and as a citizen increases as his need for supervision decreases.
- That his need of supervision is occasioned by errors of omission and errors of commission.
- That the errors are caused by the negatives.
- That the negatives are overcome by the development of the positives.
- That the product of positive quality development is AREA, or ability, reliability, endurance and action.
- That since every normal human being possesses a body, an intellect, feelings and will, therefore nature has blessed each with the raw material out of which to manufacture more AREA.
- That these four factors developed and exercised by any given individual insure success of the permanent and increasing kind.
- That the human race passes through four stages from the standpoint of the evolution of intelligence: First, ignorance; second, knowledge; third, learning; fourth, wisdom.
- That the road to wisdom is through the education of the positive qualities.

- That the people of every vocation are divided into four classes from the standpoint of efficiency: First, the indifferent; second, the students; third, the adepts; fourth, the masters.
- That the road to mastership is the drawing out of the positive qualities.
- That the great successes in business and in history are those who have arrived at the state of mastership—whether as office boy, mechanics, salesmen, executives, warriors or kings.
- That life is of four stages: First, non-consciousness of the vegetable and mineral kingdoms; second, the simple consciousness of the brute creature; third, the self-consciousness of man who knows and feels and wills; and, fourth, cosmic consciousness, to which man is tending.
- That cosmic consciousness is a development of the universal sense, an appreciation of the solidarity of the race, the all-oneness of things, the reality of the brotherhood of man, on which plane man comes to see the reality of the fact that in business or anywhere else, he profits most who serves best.
- That the road to cosmic consciousness is the development of the positive qualities.
- That the desire to serve develops as man passes from the selfish or self-conscious stage toward the wisdom of universal consciousness. In other words, as we unselfishly enable others to succeed, we ourselves make progress towards success.
- That the mental and soul existence which we call psychic is as real as bodily or physical life.
- That man is evolving and that psychic evolution is as much a fact as physical evolution.
- That the psychical and physical evolution of man is dependent upon the development of the positive possibilities which exist in each normal human being.
- That these faculties are all included in man's physical power, his power to know and to feel and to will.
- That true education nurtures, strengthens and develops the positive faculties.
- That the positive qualities are then as natural a result as heat is a natural result of fire.
- That every one has in him undeveloped capacity for more and better service; in business, in craftsmanship and in professional life.
- That the rewards of service are sure for you and for each one.

A. F. SHELDON.

Does All Your Business Pay?

Test It by Mapping Your Sales and Cost.

By Herbert G. Stockwell.

The following is the second in a series of three articles from the pen of Mr. Stockwell, who is a member of the Rotary Club of Philadelphia.

Astute managers are now beginning to realize that large business is not always desirable, although the craze for increasing the volume of business has frequently led many manufacturers and merchants into practically making presents of merchandise to their customers. But when after keen analysis, it is discovered that a portion of the business is acquired at a loss, these managers have become disgusted at mere volume, and are seeking to discover the profitable business and to secure it.

Masses of figures in tables are very tiresome to busy men and much bad business creeps into the total of the sales, where it is swallowed up without the actual knowledge on the part of the managers that the business is unprofitable.

In accounts, as in other things, the more simple the statement, provided all essentials are included, the better and more comprehensible it will be to those who are interested in it. Take the sales map for an example.

Have one of your clerks trace a map of the United States showing the states in outline, filling in railroads, steamship lines and canals.

First. Insert in black ink in each state the total volume of gross sales charged to all of your customers in that state. Be sure and distribute all of your sales in gross so that the aggregate amount of your entire business for the year will be shown on the map.

Second. Insert in green ink in each state the total amount of allowances for returned goods, damages or shipped in error, breakage, extra discounts, so that the net sales may be obtained, which set down in black ink again.

Third. Insert in red ink the cost of the goods, including the cost of labor

and material, the overhead expenses, selling, advertising, administration, freight, cartage, everything that shows on your books to have been expended in conducting the business.

Remember to put down somewhere in the space allotted for the states every dollar of expense that you have undergone during the past year. You may have difficulty in doing it as regards some classes of expenses. But stick firmly to your resolution that every dollar must show on the map. When you have finished this distribution, deduct the cost of doing business (the red-ink figures) from the net sales (the black-ink figures) and set the result in black ink if the business shows a profit, red ink if it shows a loss.

What is the result? I will warrant you that you will see some astonishing figures. Whatever the result, you will be able to see at a glance what may take you weeks to ferret out from incomprehensible figures produced by your bookkeeper, unless he is above the average in analytical ability.

One such map was recently prepared for the president of a large corporation. He had not looked at it for more than five minutes when he sent for the general sales manager.

"Johnson," he asked, with his finger on Indiana, "what does this mean?"

Of course this was a little sudden for the general sales manager. We will look over his shoulder while he is collecting himself.

Sales	\$140,000
Returns, etc. (green ink)....	11,320
Net sales (black).....	\$128,680
Cost (red).....	131,400
Loss for year (red).....	\$ 2,720

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The general sales manager replied that he had felt that they were not doing enough in that state and explained that considerable outlay had been made in advertising which had not yet borne good fruit. They took up state by state and city by city, briefly commenting on the condition of the sales in each place. In many localities where it had been supposed that the company was doing a profitable business, the map before them clearly and plainly demonstrated the errors in their previous conclusions.

Heretofore the analysis of the sales had been regularly prepared and each week brought up to date, showing the total for the year to that date, total for the same period the previous year; also the totals for the current month and week with comparisons of the corresponding periods in the previous year, but it had not occurred to anyone in the office to prepare geographical, or locality, comparisons of sales and cost of selling.

This method of presenting the facts renders possible the sitting back and taking a bird's-eye view of the whole situation. One can scan from the proper height the local conditions of business in many places in a single glance over the map.

Second Analysis—Now take each state separately and draw it on a large scale, showing the figures used in the state map, but distributed into towns in the state.

In doing this you will get closer to the real conditions, where you will find some extremely interesting problems to solve.

Now select the states which show any black figures (profits) and paste them together on a large sheet. If necessary, hang the segregated state map on the wall of your private office.

Some of the states will show profits in some portions and losses in others. But for our present purpose, let us take such states as show a net profit on the total volume of business and

segregate them, put them in a class by themselves, for the territory thus represented will show roughly our natural trade zone under present conditions.

In backing away, so to speak, from a too near view of things, we can point out the connecting links between each part and the whole. The entire volume of sales as a distributed fact assumes some sort of shape. Radiating in irregular diameters from the factory, mill, store or whatever the headquarters or starting point is called, flow streams of merchandise going forth into more or less profitable places, more or less intermittently.

If we draw a red pencil line connecting the outer ends of these diameters, we will find our trade zone.

That portion of the map thus enclosed, shows the territory in which goods have been sold in the past. Many of these sales, it is now seen, have been made at a loss which may not have been noticed in the volume of business.

Competition of brains, capital and distances tends to create a natural territorial limit beyond which it is unprofitable to do business. We must stick to our natural trade zone!

It must not be supposed that the shape of this zone has an arbitrary form, or that it cannot be enlarged or contracted. It is to be hoped that it can ultimately be expanded.

But first of all, before effort is made to increase the size of the trade zone, would it not be well to determine whether the blank spaces in the present zone can be filled with goods?

Red pencil lines show the present shape, irregular as it may be. We should apply a vigorous blue pencil to the unprofitable branches and blanks. A big blue question mark at each point, where the figures show that we are taking our good hard-earned money and presenting it to our customers, will form striking embellishments to our absorbingly interesting map.

In spreading the further details on

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the map it will be discovered that there are various natural boundaries to the different kinds of merchandise sold. Different grades and styles of hats manufactured at the same factory will find more ready sale of each in certain territories. How would a cowboy appear in a derby?

Whatever the kind of merchandise sold, it seems to be true that each producer and seller should seek to ascertain his own trade zone. Instead of flitting his salesmen here and there, perhaps hundreds of miles away from possibly profitable fields to pick up orders of doubtful net profits, it would pay him better in the long run to find his profitable boundary and concentrate his attention on harvesting the enclosed crops.

What might seem a matter of minor consequence, unless critically inspected by competent traffic men, is readily brought into bold relief in the details or transportation costs on the sales map. Where transportation is wholly or partly paid on sales to the delivery point sometimes savings can be effected by studying the different ways and means of shipping, routing and packing, not only turning the unprofitable into desirable business, but at the same time having the effect of enlarging the trade zone.

The truth of this was shown in an examination and analysis of the freight account of a steel manufacturing company, where it was found that for several years the company had paid in error something over \$3.00 per car excessive freight to a certain point. The

error was made by the railroad clerk, who had originally quoted the tariff to the selling department, at the time the contract was made, and it had never been discovered, until the examination referred to had been made.

A comparison made possible by the physical demonstration of delivery points and rates would have disclosed this error, since a less amount of freight rate was paid on other points equally distant so far as freight rates are concerned. The company put in a claim for, and collected, a large amount of excess freight.

The question of freight is frequently important, even where transportation is not paid by the shipper. In such cases the map will disclose the possibility of making considerable adjustment in the zone through reduction in the cost of transportation.

Have the cost of doing business analyzed so that it will show the (a) actual cost of labor, material and factory expense (or cost of merchandise if a merchant). (b) Cost of salesmen's salary and expenses. (c) Cost of office expense. (d) Salaries of officers and all expenses of administration.

Then call in the heads of the departments and show them the red-figure results, and ask them to suggest ways and means of turning the unprofitable territory into profitable. Then after due consideration, if you can find no way out of it, give instruction to have all efforts concentrated in developing the profitable zone of your business.

Opportunity for British Trade Relations

The Rotary Club of London, England, is preparing a list of American traders desirous of doing business in England. This list is being compiled for circulation amongst the members of the London Club (and probably those of other clubs in Great Britain and Ireland) and Secretary E. Sayer Smith says "We shall be glad if you will send or cause to be

sent to us full particulars, trade and name, etc., of any American Rotarians who desire to take advantage of this."

Communications should be addressed to the Vice-president of the London Rotary Club, Mr. A. P. Bigelow, 48 and 49 Gt. Sutton St., Goswell Road, London, E. C., England.

SEATTLE FACTORY FACTS

The Northwest country is new in the sense that it has not been long developed.

But the rate of development and its amount, are stupendous facts that should be studied by every business man in the United States, because they may offer to him just the opportunity he is looking for.

Along with the rapidly increasing demand for all kinds of manufactured articles, Seattle offers other exceptional advantages for the location here, of new industries. The superiority of Seattle is due to the fact that nowhere on the globe are concentrated in one spot so many factors vital to industrial success. Here are some of them.

Tens of thousands of electrical horsepower already developed from the great water-falls within a short distance of the city; hundreds of thousands still unused, but capable of easy development.

A municipally owned plant in competition with private companies, assuring low rates; resident lights at 6c per K. W. hour, business rates 3c per K. W. hour.

Large coal deposits almost within the city limits, besides large coal and mineral deposits within 100 miles and easy to reach by both rail and water transportation.

Factory sites offering both water and rail facilities; 150 miles of salt and fresh water frontage on the completion of the Lake Washington ship canal, now building. Depth of water and room in the harbor for the largest ocean-going vessels to dock under their own steam.

Two days shorter steamship route to the Orient than any other American port.

Fifty-seven steamship lines.

No man should feel himself settled in life until he has seen Seattle or knows what it has to offer him in the way of prosperity and happiness.

In the last ten years, Seattle has grown 194 per cent and the State of Washington 120 per cent in population. With the opening of the Panama Canal and the diverting, by the steamship companies, of the stream of emigration from the overcrowded districts of the East to the vast Northwest country, whose resources have hardly yet been touched, who can foretell the strides that Seattle and the State of Washington will take in the next few years!

Somebody will supply this market. It should be done by Seattle factories. If you are a man to seize opportunities, the Seattle Rotary Club will be glad to answer all inquiries promptly.

SEATTLE ROTARY CLUB

Alaska Building

SEATTLE



How Seattle Can Help You

By Earl J. McLaughlin
(Member Rotary Club of Seattle)

I want to say a word, first, about THE NATIONAL ROTARIAN.

For one, I am more than pleased with the start and more than confident of its growth and success.

The National Rotarian proclaims to 6,000 of this country's high power business dynamos a new philosophy that makes business a joy and a success. It places the object of your existence somewhere outside of yourself and reminds you that "he profits most who serves best." It shows the close relation between the joy of giving and the successful getting. It goes beyond the passive old adage: "Honesty is the best policy," and advocates the active, compelling policy of Service.

It is a splendid advertising medium for Rotarians. I am sure that I, for instance, would not attempt through any other national medium to try to interest you or others in the possibilities of investment in Seattle real estate. The statements that I would in truthfulness have to make about Seattle would in other magazines undoubtedly be discounted greatly if not altogether rejected. In The National Rotarian it is different. I can here address my proposition to men who will at once have confidence in me.

Now the rest of this is an ad for my business, so if you want to remain ignorant about Seattle real estate don't read any further.

Next to the privilege of living in Seattle and taking part in the building of this coming great city is the privilege of sharing in her remarkable growth through the ownership of a piece of Seattle real estate.

What makes Seattle grow? She grows because she is the center of the greatest lumber and timber industry in the world; because she is the metropolis of the state which has made the greatest percentage of growth in population in the last decade; because she is the cen-

ter of the Alaskan trade, controlling ninety per cent of that trade; because of her great fishing and mining industries; because she is situated on the highway of commerce between the great markets of this country and the Orient.

From a population of 80,671 in 1900 Seattle grew to 237,194 in 1910. With an assessed valuation of \$40,148,295 in 1900 her real estate was assessed in 1910 at \$206,000,000, or 413 per cent increase in ten years.

Like other cities Seattle has felt the recent business depression. She has felt the slackened demand for her lumber, the temporary check in the Westward flow of immigration, and the crippling of Alaska from the dog in the manger attitude of the Government.

To-day Seattle faces the greatest forward movement in her history. With demand for her lumber and with Alaska relieved from distress by just legislation, with the opening of the Panama Canal only seventeen months away, with the stimulus that these things will give Seattle, she will soon strike her old swing.

To-day in Seattle the very air is charged with expectancy and optimism. With land values at the very bottom level, Seattle faces an era of growth and prosperity. Men of affairs everywhere predict that where our little city of 237,000 people now stands there will be and there must be a great city and a great seaport.

Let me pick you out a small piece of commercial, industrial or waterfront property here, which to-day can be bought for a few hundred dollars and on payments. Fortunes will be made here on small investments in this class of property.

If this interests you, write me care of McLaughlin Realty Co., American Bank Bldg., Seattle. Even distance has no power to defeat the Rotary principle of the square deal. You will be in the hands of friends.

How to Get Your Money's Worth, Even Out of a Lawyer

By PAUL P. HARRIS

Attorney-at-Law

(Member Rotary Club of Chicago)

The relationship of lawyer and client is essentially a trust relationship. If for any reason it can't be that, there is, as a rule, very little reason for its existence. He who employs a lawyer whose ability or honesty he distrusts is not making the best use of his money.

Lawyers place a very high valuation upon the clientele of business men. It is natural that they do so because of the fact that it is easier to gain the confidence of a business man, when confidence is deserved, than to gain the confidence of an inexperienced person. In other words, the business man has had sufficient experience to have confidence in himself and in his own judgment of men. He knows that a lawyer's stock in trade is his good name. The inexperienced person, whether a woman, or a man who has not had to fight his own way up the line, has not that self-reliance and has not knowledge of the fact that a lawyer must deal fairly in order to live; and in some instances he supplements his lack of information with suspicion, and the trust relationship essential to good results ceases. The lawyer fails to do himself justice because he senses the distrust and divides his time between serving the interests of his client and making his action seem right. He is moreover likely to become worried or even exasperated and frustrated and his usefulness to his client is reduced to the minimum. The time has arrived when it becomes necessary to let the matter rest for a time until confidential relationship can be restored, or quit. This condition of affairs is, of course, likely to be at least partly attributable to temperamental frailties of the lawyer. He per-

haps is unduly sensitive to suspicion and easily worried. Whatever be the cause, the effect is ruinous.

The surest way to get your money's worth out of your lawyer is to tell him fully and frankly all of the facts. Make no reservations whatsoever. What seems unimportant to you may be all important to your case. If you have been sued, resist if possible any temptation which you may have, to tell your lawyer that the suit is a bluff and entirely without merit. If you are strongly impressed with that view of the case, it may be very difficult to refrain from expressing yourself, but the results will be worth the effort. You will impress your lawyer favorably. His ambition will be to render you good service and thereby merit the esteem of a man who has been generous enough not to try to belittle the importance of the case.

The lawyer may be as much interested as any business man would be in being reasonably compensated for the service which he renders, but it is my own observation that it is not infrequently the case that lawyers all but lose sight of the question of fees and of themselves in the absorbing interest of the service which they are rendering.

Lawyers not infrequently work all night, and night after night, in the preparation of cases without even making mention of the fact to their clients. The lawyer figures that his client would not understand the necessity of it anyhow, and it might as well not be mentioned. In the main, the work of the lawyer must be done when his client is not with him.

When one buys a commodity from a tradesman, he knows just what he is buying. When he buys the services

of a lawyer, he does not know what he is buying. How essential then is trust and confidence in the relationship of lawyer and client.

The work of the lawyer in its broadest and highest sense is a continuation of the work of his client through an emergency, perhaps through a crisis. His are like the services of a pilot who is called upon to guide a craft through dangerous waters. His knowledge of the channel must be in-

timate and his thoughts undisturbed. He must use the same kind of judgment that the owner of the craft would use if he knew the course and was at the helm, only he must be more careful and thorough in his work.

When employing a lawyer, make certain that you have selected the man you want, put him in possession of all the facts and then leave everything to him.

Trumbull's Talk to Rotary Club on Safes

In accordance with promise made by Mr. George T. Trumbull, president of the Trumbull Safe & Vault Company of this city, the talk on safes was continued by him at a luncheon of the Rotary Club of this city. The speaker directed his remarks to the next in rank class of safes, following those described in previous talk; that is, in an interesting and instructive manner, he dwelt upon the style of safe known by the trade as fire and burglar-proof. He went on to say that a safe to embody these two classes of protection must be built in the manner previously described, as being necessary in order that safe may be fire-proof and as to its burglar-proof features, a variety of constructions are used. One of the popular styles is that known as steel-lined fire and burglar-proof jeweler safes. This class of safe consists of a standard fire-proof safe, built with drill-proof steel lining usually half an inch thick, with inner doors of same drill-proof steel, varying in thickness from $1\frac{1}{2}$ inches to 3 inches in thickness.

In the construction of all classes of what are known as burglar-proof plate construction, there are always used two kinds of steel; one being drill-proof, the other of tough steel with great tensile strength. The reason for this combination of two classes of steels is to protect the drill-proof plates from being shattered by a heavy

blow of a hammer or sledge, as the tough plates act as cushions protecting the hard plates, while the drill-proof plates are of steel so tempered that the finest of drills simply slip, polish and fail to do any cutting. The question might be asked: "How, if the hard plates are drill-proof, is it possible for the builders to drill into them so as to fasten them together?" This is answered in this way: When building a safe in which tempered steel plates are used, all necessary holes are drilled and all threads in holes are tapped while the said steel plate is soft; then the threads are protected against injury by heat from tempering furnace through being packed with fire clay, then plate is put into furnace so as to temper it. Thus it is seen that a safe built of hard steel plates is finished in all particulars, except painting. Every screw hole is tapped and threaded and every plate fitted perfectly. Then safe is taken apart. Plates that are to be drill-proof are tempered. Safe is assembled again and then turned over to painter for finishing and decorating.

Another style of fire and burglar-proof safe that is much in use is one known as fire and burglar-proof bank safe. The construction of the fire-proof portion of this style of safe is the same as that described for fire-proof safes. The burglar-proof protection found in this style of bank

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safe is that known as "burglar-proof banker's chest." It differs in construction from the steel-lined fire and burglar-proof jeweler safe, mainly through the fact that the burglar-proof protection, instead of being distributed throughout the entire interior of safe, is centered in the banker's chest. This chest is usually built with walls measuring 3 inches in thickness, the door and front measuring $3\frac{1}{2}$ inches or 4 inches in thickness. The front and door of all burglar-proof work is always heavier than top, bottom and walls, because the front is regarded as the weakest portion of safe and therefore most liable to attack, and in so far as is possible, for the purpose of equalizing the protection throughout chest, the front and door are built heavier. To provide against the possibility of the tearing out of the burglar chest, there are attached to the outside plates of top, back and both ends of chest steel strips or anchors, so placed that when fire-proof filling is put in safe these anchors become imbedded in concrete, and thus make it practically impossible, from a burglar's standpoint, to remove burglar chest. The following experience of a banker with a fire and burglar-proof safe might be interesting, as it goes to show the great necessity of the anchors referred to. The speaker remembers this experience as follows: A banker purchased a large fire-proof safe without a burglar-proof chest in it. After using it for some time he determined to have a burglar-proof chest put in it. He purchased such a chest. It weighed about 500 pounds. He had it installed in the large fire-proof safe; that is, he simply had it laid in the bottom of the fire-proof safe, and had his cabinet work for book spaces, etc., placed on top of chest. Greatly to his regret, he discovered one morning that the burglars who visited his bank uninvited did not take the time or trouble to open his burglar chest in his banking room, but removed the chest from the fire-proof safe and it then became their property

with its contents. The banker, up to the present time, has only a memory of what he thought was absolute protection against burglars. This visit was paid some ten years ago and the chest and its contents are still missing.

The usual locking devices that control and protect the contents of burglar-proof chests consist of combination locks and often times time locks. Time locks have but a single duty to perform; it is to prevent the opening of combination lock by one in possession of proper numbers of combination until the time has expired for which time lock has been wound up.

This method of protection, that is, the time lock feature, makes it a safe proposition for a banker who has been forced by burglars to go to his bank for the purpose of opening safe, to operate in the proper manner the combination, which, when time lock stopped, would open safe, but, which, while time lock is in operation, is ineffective.

Time locks are made with double, triple and quadruple movements. The point aimed at in so constructing them being the necessity of providing against a lockout, which might occur, if there were but one movement in time lock.

Should one of the movements stop before its running down time had been reached the remaining movement or movements would go right ahead and perform the work required. An idea has prevailed in the minds of many that it is necessary for the party having a time lock attached to his safe or vault to be where safe or vault is just at the time lock was set for. This is a mistake. When the time lock has run down it leaves the safe or vault in same condition that it would be in if there had been no time lock attached. This brought the talk on fire and burglar-proof safes to a close, with the promise that the next talk on burglar-proof safes wou'd be the most interesting of all.—The Chicago National Banker.

The Philosophy of Rotary

The Minneapolis Idea

By Frank L. Thresher

First President of the Minneapolis Rotary Club, and Member of the Executive Committee of the National Association of Rotary Clubs

At the Portland convention, and since then, in our National Rotarian, and in many Rotary Clubs, the Minneapolis Idea of Rotary has been much discussed. As the founder, and the one who, perhaps more than any one else, had to do with the framing of its policy, I shall be glad, if I am able, to throw more light on the subject, for I know that it will be welcomed by new members, and an understanding of the principles and practices of our Club may be of benefit to those in control of the older clubs.

At our club organization dinner two years ago this month, there appeared on our menu this scriptural quotation:

"Therefore, all things whatsoever ye would that men should do to you, do ye even so to them."

We organized with sixty of the finest and foremost men of Minneapolis.

I was then a director of our leading civic organization, and chairman of an active committee. This organization was doing good work, but I felt that there was much to be accomplished for good that could not be worked out in that great organization, composed largely of active competitors.

Minneapolis had become a great city. Strangers no longer found Minneapolis spontaneously friendly. Not one of its clubs made an effort to induce friendship. Some went so far as to introduce members to each other, but then what boots it if one is introduced to a member with whom he has short converse, and who crosses his path thereafter at intervals only of many weeks or months? Not one of these clubs made a pretense of helping its members or of affording opportunity for them to assist each other.

At the outset we laid down certain rules, principles and practices as the ones that we should strive to follow. Though the personnel of our membership has changed somewhat, and enlarged to an extent, there has been scarcely a perceptible change in these principles and practices.

It is often claimed by Rotarians of other cities, and by non-Rotarians of this city, that the Minneapolis Idea of Rotary is theoretical and will not work out in actual daily practice; that it is transcendental and too dreamy for this Twentieth century; that it is both Utopian and altruistic.

From the viewpoint of the ordinary business world and of him who forms a unit of this world, I admit that the charge of transcendentalism would appear reasonable. The principle of the Golden Rule, which is here being worked out as a live, active, pulsating force of the present day is to it and to him something far up in the clouds, and yet we are actually proving this principle more and more, and thereby are we gaining much of that which is also being sought by most men, viz.: Friendship, Contentment, Happiness.

That our club is Utopian I deny—for as cited above, we are working out in a practical way and demonstrating in our business lives the principles of the Golden Rule.

Frankly and gladly do I admit the claim that we are altruistic, for this is in full harmony with our chief principle. We are daily striving to help each other and so are forming the habit of helpfulness and unselfishness, and thus are we becoming broader and better citizens. We can not gain in this principle of helpfulness to our club members and at the same time be narrow and selfish in our conduct to non-members—no! This principle is bigger than Rotary. It has no sides or boundary. It is infinite.

We are constantly striving to sacrifice self in the interest of others, to mark service with a cap "A" and self with a lower case "z."

We find joy and great satisfaction in the work of doing good unto others, and added thereto is the large measure of good that comes to us in the form of business, of encouragement and of assistance. True it is that there are instances when we feel that we ought to receive certain patronage that goes elsewhere. In such cases, however, when we can put aside all resentment and continue to do good to the offending member, all must come out right.

In the matter of "Members and Meetings," Mr. Greiner in his excellent article in the January Rotarian, expressly states the position of the Minneapolis Rotary Club.

Quality, not quantity, is the watchword of our Membership Committee. Our meeting place is at the finest banquet hall in the magnificent Radisson Hotel—by far the best meeting place in the Northwest.

THE NATIONAL ROTARIAN

Now, in conclusion, let me cite some of our practices:

We meet at the Radisson (Rotary) every Friday noon. As many as possible meet in the adjoining rooms at 12 o'clock or shortly thereafter, and until lunch is served one will see and hear inspiring evidence of the most cordial, intimate and sincere friendship. Given names predominate, and joy prevails.

At 12:30 o'clock we lunch, when during the meal and until 1:30 we listen to talks from members and guests. These talks are educational, entertaining and very beneficial. Through them we become acquainted with the member and learn some way in which we can serve him. We learn also much from him that is of direct benefit to ourselves. We never serve intoxicating beverages, and have never heard the sound of an unclean or undignified story.

Our meetings are always open to guests, residents or otherwise. We have "Ladies' Nights," and thereby gain much of entertainment and enjoyment.

We strive in many ways to become thoroughly well acquainted with each member and his business. We visit him at his place of business; inspect his office, store or factory. If he is ill we send him flowers and loving letters of sympathy and en-

couragement and, when consistent, we call upon him.

In civic affairs, as a club, we take no active part. Practically every member of the Minneapolis Rotary Club is also a member of one or more of our commercial and civic organizations. Our experiences in Rotary tend naturally to make us better and broader citizens. We are the better able to perform our civic duties and to take an active part in all organizations that make for the improvement and beautification of the city, for the moral uplift of its inhabitants, and the betterment of all its social conditions. The inspiration for this self-sacrificing work comes in a large measure from Rotary. Neither do we as a club have any part in religious or political affairs. The various religious denominations and political parties are well represented in our club, but discussion concerning their principles or practices is never in evidence.

Viewed from every standpoint and brought down to its actual foundation but we see in the Minneapolis Idea of Rotary the same words standing out boldly on our banner that were printed on our first menu:

"Therefore, all things whatsoever ye would that men should do to you, do ye even so to them."

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Messages from the President

PAUL P. HARRIS



Rotarianism is a step in the evolution of humanity and in the emancipation of man from the exactions of unceasing servitude to the interests of self.

Development of Rotary

We have seen this Rotary thing through all its successive stages of development; from the time when it, like some miniature Japanese palm, could almost have been taken up in hand for an examination of shoots and tendrils, up on through the status of respectable shrubbery into dignified freedom and we are still living in hopes—in hopes that we may some time see its top-most branches, like those of some sequoia gigantea of the California mountains, towering above the clouds.

And yet we are not unmindful of the fact that there are more important considerations in Rotary than growth. To grow, seems natural and proper; to grow symmetrically is necessary to the achievement of the best success.

Rotary will be seven years old this month. When it was two years old, the question whether or not the Rotary propaganda should be extended beyond the city walls was seriously debated in Chicago; and in later years, after it had extended from coast to coast, the question whether

it should be extended to other countries was gravely discussed.

As it has worked out, the leap from Boston to London has seemed just as natural as the first big jump from Chicago to San Francisco; and why not? Human nature is human nature the world around. There is just as much good fellowship, just as strong a spirit of brotherhood and as heartfelt an appreciation of the golden rule across the seas as there is in Yankee land. They may be English, but they are Bob and Bill, and that's what we are when we are at our best.

When we outgrew our local environment and became national, we won many new friends, and when we took on international scope, we won many more. There are those who will always continue to experience their keenest interest in their local organizations; others to whom the national work of Rotary makes the strongest appeal, while still others think that the possibilities of an international Rotary are the most attractive. There is room for all and opportunity for each to serve Rotary in whatsoever manner or in whatsoever field suits him best.

THE NATIONAL ROTARIAN

Washington a Rotarian

I have a moment to spare but not to squander. I will address a word to Rotary. As I shift about trying to make up my mind where to begin, my desk calendar stares me in the face, Feb. 22nd, Washington's birthday; and the thought comes to me what would the father of our country have thought of Rotary?

Washington loved liberty and truth and he was courageous. He understood and loved truth before he was old enough to have known much about liberty, and even at tender years he had the courage to stand for truth. He undoubtedly would have had the courage to stand even the possibility of being misunderstood in the interests of truth though it would call for a kind of courage very different from that called by the incident of the cherry tree. Cherry tree courage is physical courage while Rotarian courage—for such the other is—is moral courage. The interests of truth are likely to call for the possession of one or the other or both at most any time. When men adopt platforms at variance with tradition which has lasted ever since the time when the generality of men ceased to think for themselves, they must have the courage of their convictions. Neither courage nor effort will be required of those who are willing to take their opinions ready made. There must have been a jolly old lot of hand-me-down opinion distributors in the days that have gone by. We are taking great liberties with history when we say that clubs may exist for business as well as social purposes, but we love to take liberties because we are a liberty loving people and we have the courage to help ourselves so long as we do so honestly and truthfully.

Yes, Washington loved liberty and he loved truth and he had the courage to go and get them. There is no doubt about how Rotary would have stood in the eyes of the father of his country. It stands for what he stood for. He could not have failed to be—a good Rotarian.

The Necessity of High Standards

Mr. Greiner's appeal for the adoption of high standards published in the last issue of the *Rotarian* will undoubtedly do much for Rotary. We need to have these things brought home to us.

The type of meeting place undoubtedly does mean much to an organization, as does also the character of the meetings.

It is possible that the older members of an organization may become so used to their surroundings and so familiar with the ways of their fellow members that they will not be unfavorably impressed even if the character of the meeting or of the place

of meeting be considerably below standard. Not so with the stranger, the invited guest. He knows nothing of the men who are present. To him the appearances have a very unpleasant meaning, and the report he will make to the outside world will not help much.

It should do all of us good once in a while to see ourselves as others see us; and if by chance, our egotism experiences a shock, even that in the long run, may be preferable to a complacent overestimate of ourselves and our standing.

We can, however, fortunately and with certainty, say that Rotary Club meetings as a rule are of high character and of educational and inspirational value. It is our firm conviction that as time goes on, it will become apparent to all that the best results can be obtained only by adherence to the most worthy and by the elimination of everything to which high-class business men can take reasonable exception.

Non-Resident Memberships

The Rotary Club of San Francisco is to the front with another idea. It is that of non-resident membership.

The annual dues suggested are three dollars per year. One of the qualifications essential to membership is that the applicant reside in some town or city other than San Francisco, in which there is no Rotary Club.

It is thought by the sponsors that many living in cities approximate to San Francisco will be glad to avail themselves of the privilege of such memberships, and that they will both derive benefit from their association with the Rotary Club of San Francisco, and be of benefit to its members. How extensive will be the privileges of membership has not been fully determined.

The late President Bullock of the Rotary Club of New York was an ardent advocate of a somewhat similar plan.

It is obvious that a new and almost limitless field for the extension of the influence of Rotary will be opened up if the plan is found to be practicable.

With the end in view of placing the experience of the Rotary Club of San Francisco, both in the development of the idea and in its practical working, at the disposal of the membership at large, Secretary Rogers of the San Francisco Club has been asked to serve as a committee of one and to make report from time to time to headquarters.

The Oneness of Things

The world is a huge orchestra in which each one of us has his own little insignificant part to play. The success of your instrument and mine depend not upon the

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amount of noise they make, but upon how perfectly they harmonize with the instruments about us; and he who, sufficient unto himself, insists upon blowing his own little horn in his own big and pompous way, finds himself not only a maker of discords, but also persona non grata to all the rest of the band. If Rotary can bring home to us a fuller realization of the fact that we are not individual performers but rather small parts of a stupendous entirety, not only will our lives harmonize better with the lives of those around us, but we will also find them easier and better worth living.

"When George Elliott lost her religious bearings, and found herself out of harmony with the Infinite, she groped in the dark-

ness for an ethical something on which to stand.

From her pen come the oft repeated words, Duty-duty-duty."

Dr. Frank W. Gunsaulus.

When you know a man's business, you know him.

A man may be a great success socially and still be a business miscreant, but a good business man is not likely to be a social miscreant for any great length of time.

"Profits are legitimate only when they come from service."—Woodrow Wilson.

Up to time of going to press, no confirmation of the report has been received from Mr. Watterson.

PAUL P. HARRIS.



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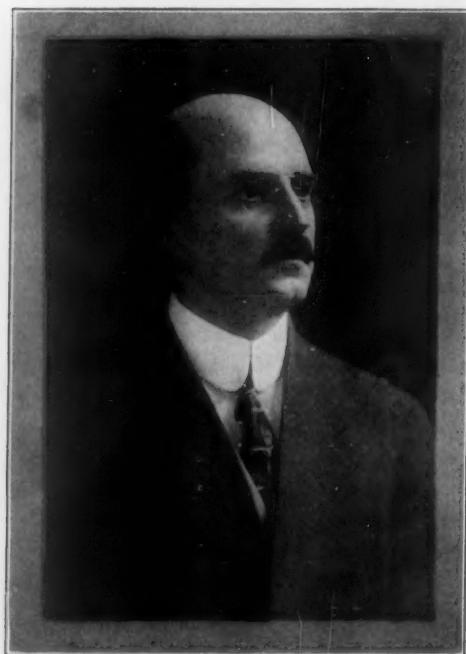
THE NATIONAL ROTARIAN

JACKSONVILLE, FLA., NOW HAS A ROTARY CLUB.

Mr. Elmer R. Murphey, President of the James H. Rhodes & Co., of Chicago, recently visited Jacksonville and got President Harris' old-time friend, Mr. Geo. W. Clark, and Mr. H. B. Minium of Armour & Co., and Mr. Geo. E. Leonard and some other good men to meet together and start a Rotary Club in that thriving city of the southland. Mr. Clark was elected President, and Mr. Harris has contributed the following sketch of the gentleman:

GEORGE W. CLARK.

In this country enterprise is ever on the qui vive for opportunity. When opportunity presents itself the man rises to meet it.



Geo. W. Clark

When very young, George W. Clark was lured from his home in the North by the attractions of the state of Florida. He arrived at the right time. Florida needed enterprise even more than it needed money, and Mr. Clark at that time was possessed of much more enterprise than money.

He was employed in Jacksonville for five years, during which period he made no fortune, but he did a better thing. He got

his bearings and arrived at an understanding with himself. He had inventoried his assets, compared his qualifications with others, and arrived at the conclusion that he could hold his own against any reasonable amount of competition if given a chance. He also concluded that if he should not be given a chance, he would take one, anyhow, just to show that there were no hard feelings. He went into business for himself.

While his efforts during the first few years created no particular flurry in Wall Street, he nevertheless more than made expenses, and the "more" was put back into the business and affairs began to assume that indefinable look which is the harbinger of success, so that when real success, of the broad variety, finally did come to him, it occasioned neither him nor his friends any shock. It seemed, in fact, the perfectly natural, the inevitable, result of a judicious mixture of brains and ginger.

Mr. Clark, though still an almost young man, has retired from active participation in business, though before doing so he built up an organization which did business in every state in the Union. Fancy, doing a successful mail order business from Florida. He did it, and then looked around for something hard to do. If he had started in Chicago instead of Jacksonville, Sears, Roebuck and Montgomery Ward would have had to play him for his white alley. Schools of Salesmanship couldn't do anything for him. He couldn't be any better than he was and still be honest—and he was, and is that.

Mr. Clark is president of the following companies: Panama Investment Co., Springfield Realty Co., The Geo. W. Clark Co., North Springfield Co., and City Investment Co. He is a member of the Rivers and Harbors Commission, and Board of Trade of Jacksonville, and of five social clubs.

He is also president of the Rotary Club of Jacksonville.

When Mr. Clark undertakes anything, he does so with the intention of making a success of it.

We shall look for great things from the Rotary Club of Jacksonville.

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THE NATIONAL ROTARIAN

A DOLLAR EVERY SIX SECONDS.

The Rotary Club of Los Angeles has many accomplishments to be proud of in exemplifying real co-operation. We really get business for each other and we really enjoy it.

At our last meeting on Friday, the 26th, we suspended for five minutes the pursuit of the nimble dollar, so that one of our members might call the attention of the club to a public charity in which his wife was interested. This enterprise was an effort on the part of some public spirited woman to raise enough money to maintain an all-year seaside cottage at one of our beaches wherein convalescent children of the very poor might have a week or two of sunshine and rest after being discharged from the County or Children's Hospitals of Los Angeles. Any man who has ever seen a crippled or suffering child, helpless in the iron hand of poverty, needs no further endorsement for such an enterprise.

The wife of the member had suggested to him that perhaps the boys would be willing to pass the hat and raise \$15 or \$20. In less than twenty minutes the sixty odd members present contributed \$200.00 and appointed a committee which has since secured the co-operation of the Los Angeles Evening Herald, and the public duplicated the subscription the first day.

I believe with the impetus already given the movement a total of ten thousand dollars will be available through the various public channels within ninety days.

I have been proud of my membership in the Rotary Club on many occasions but never more so than last Friday. If you were a crippled boy or girl born amid squalor and suffering and had come through dreary hours in a public hospital and were face to face with return to a miserable substitute for a home, how would you like to go to the beach for two weeks of sunshine and comfort and music and games and to a clean bed and good things to eat?

ROGER M. ANDREWS.

THE PERSISTENT INQUIRER.

Small Girl (entertaining her mother's caller)—How is your little girl?

Caller—I am sorry to say, my dear, that I haven't any little girl.

Small Girl (after a painful pause in conversation)—How is your little boy?

Caller—My dear, I haven't any little boy, either.

Small Girl—What are yours?

ST. LOUIS ROTARY CLUB.

The month of January has been a very interesting one for this Club, and the wheels of its commerce are moving rapidly. Business reports are showing remarkable increases and the Rotary spirit is growing.

Our meeting of the 11th was a very lively one because of a contest over the election of a new secretary. Our former secretary having resigned because of a pressure of personal business. Great in-



A. R. STAFFORD

President Nelson System Manufacturing Co.
Treasurer Rotary Club of St. Louis, Director
National Association of Rotary Clubs.

terest was shown and the little fight in progress had the effect of bringing out the largest attendance in many months.

At our meeting of the 4th, Mr. J. V. White of Chicago, made this club a very instructive address on "Tax Equalization." His array of statistics in regard to the unjust system of taxation in the city of St. Louis caused many of our members to "sit up and take notice."

On the 25th, we had the pleasure of listening to a very entertaining address of Mr. Thos. J. Akins, postmaster of St. Louis, on "Postal Savings Depositories."

Our meetings are all well attended and enthusiastically Rotary.

A. D. GRANT.

Brother Rotarians

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Standard Visible Underwood Typewriter
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We have but a very limited number and while they last we offer them at the SPECIAL LOW PRICE of \$58.50 on easy payments, without interest, of \$5.00 after five days' trial—then \$5.00 per month, OR for all cash payment \$55.00

This is a Clean Saving of Forty Five Dollars

and \$45.00 saved on the purchase price of a standard \$100.00 Visible Typewriter is a big saving. We tell you frankly that you cannot buy a better typewriter at any price. However, we don't want you to buy a "Cat-in-the-bag" and on our Five Day Free Trial plan we make it possible for you to give our machine the most thorough test in your own office and under the hardest conditions, that you may determine for yourself that this is just the typewriter you want. You don't have to pay a penny in advance for this privilege, and if, after five days' free trial, you decide not to keep the typewriter for your own, why, send it back at our expense both ways. This offer places this high-grade standard Visible Writer within reach of every home, business or professional man. Just think of it—a few cents a day will pay for one of these standard machines, and if you are renting a typewriter it will be economy for you to replace it with one of these splendid machines, for by paying us a little more per month than you are now paying for rental you will have a perfect machine to operate and in short time you will have it paid for.

DON'T SEND A PENNY

Remember no deposit is required. We ship the machine on approval. You may return it at our expense if not entirely satisfactory, and you are the sole judge. We depend entirely upon the merits of the machine and your good faith.

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Gentlemen:—

In accordance with your ad in The National Rotarian, please ship me f. o. b. Chicago one No. 4 Underwood Typewriter at a purchase price of \$58.50 on time payments or \$55.00 cash. I am to have five days' free trial of the typewriter and I agree to send settlement for the same within five days of its receipt, or if for any reason I do not wish to keep the typewriter after the free trial I agree to box same carefully and immediately return to you by express at your expense. It is understood and agreed that the title of the typewriter shipped on this order remains in you until the above amount has been fully paid to you in cash.

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THE NATIONAL ROTARIAN

WINNIPEG ROTARY CLUB.

Annual Meeting of the Organization and Election of Officers.

The annual meeting of the Winnipeg Rotary Club was held at the Grage last evening. After a sumptuous dinner of which all the members heartily partook, the election of officers for the coming year took place.

The following officers were elected:

President, W. J. Clubb; vice-president, L. J. Rumford; secretary-treasurer, C. J. Campbell; board of directors, A. H. Young, J. A. Campbell, J. H. G. Russell, P. A. McIntyre, Chas. E. Fletcher.

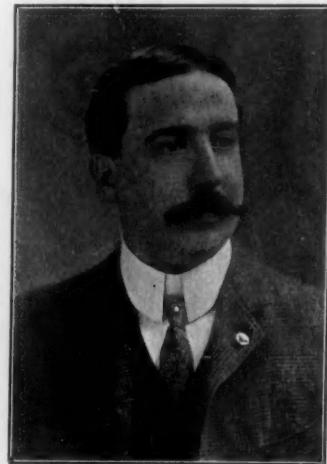
After the election of officers, L. J. Rumford addressed the retiring president, W. A. Templeton and presented him with a handsome humidor filled with Havanas, from the members of the club in appreciation of the zeal and earnestness exemplified by Mr. Templeton since his election to office in bringing the association to its present high standing. Mr. Templeton replied in a few well chosen words thanking the members for their kindness and the present coming so unexpectedly to him made it of all the more value.

This association which has been formed lately in Winnipeg and in which the members are taking such an active interest is coming well to the fore. Rotary clubs are in existence in the United States and all are affiliated with the national association of Rotary clubs, for the exchange of business interests as well as social good fellowship among the members. Any proprietor or representative of any concern in any legitimate business or professional undertaking is eligible to membership. It bespeaks well for such an association as the Winnipeg Rotary club to have attained to such an enviable success in such a short time.—The Winnipeg Telegram.

ONE THING TO HIS CREDIT.

A busy, busy, business man of this day and generation happened to pick up a book which contained the ten commandments. It was so long since he had read them that he was tempted to take a couple of minutes to run through the "thou shalt's" and "thou shalt not's." When he had finished them he appeared deep in thought for a moment and then observed: "Well, I've never killed anybody, anyway."

L. Q. Swetland, of Portland (Ore.), President and Manager New Perkins Hotel, Director National Association of Rotary Clubs.



L. Q. Swetland

L. Q. Swetland dropped in on us at Chicago upon the occasion of the first National Rotary Convention, and like his colleague from Portland, Dwight Edwards, made a great hit. He made it a two-bagger when the second convention assembled in Portland, for as "mein host" of the New Perkins Hotel, he looked out for our every comfort in a most satisfactory manner. Mr. Swetland is also owner of a large office building, and when any of us move ourselves to Portland we will undoubtedly rent an office from friend Swetland.

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ROTARY CLUB IS INVITED ON TRIP.

Over 100 invitations to the members of the Rotary club to join the Tacoma delegation to the meeting of the Southwest Washington Development Association and the Olympic Peninsula Development league Friday, were issued this morning by the Commercial Club & Chamber of Commerce, through the hands of William G. Stearns, secretary of the Rotary Club.

The Rotary Club joined enthusiastically in the Tacoma excursion to Aberdeen on the bridge opening day and proved that they were premier Tacoma boosters.

Many reservations on the steamer Nisqually were made yesterday, in number sufficient to indicate that the Tacoma delegation would number at least 150.—Tacoma, Wash., Tribune, Wednesday, Jan. 24, 1912.

NATIONAL BANK OF COMMERCE
National Bank of Commerce Building
TACOMA, - WASHINGTON
Capital \$200,000, Surplus \$450,000
Delbert A. Young, Assistant Cashier
(Member Rotary Club of Tacoma)

PUBLICATION URGED OF BENNETT PLANS.

Mayor Rushlight and members of the Council were given a powerful demonstration yesterday at the Rotary Club meeting of the sentiment behind the demand that the city publish the Bennett plans for the Greater Portland. Speaking for the Council, George L. Baker said that when the subject first was suggested to him, he felt it was not warranted, and that taxpayers would not desire to have an appropriation made for such use, but after viewing the determined spirit of heavy business interests he did not hesitate to announce that he would favor issuing the Bennett report and plans in printed form for education of the people on what could be done in beautifying and developing Portland. President C. B. Merrick, of the Greater Portland Plans Association, had lantern slides thrown before the visitors, F. N. Clark spoke for the Realty Board, D. O. Lively and A. G. Clark for the Ad Club, Eugene Brookings for the Progressive Business Men's Club, C. C. Chapman for the Commercial Club, H. C. Campbell for the Board of Education, W. F. Lipman for the Retail Merchant's Association, Robert Tucker for the Horse Owner's Association, B. S. Josselyn for the street car company, and G. M. Hyland for himself.—Portland, Ore., Telegram, Wednesday, Jan. 10, 1912.

A LETTER AND A PICTURE FROM 'FRISCO, 1915.

I am sending you a photograph of Mr. M. Louis Wooley, President of the Rotary Club of San Francisco, a big man, physically and mentally, and, though born in England, can see the point to American humor quickly.

Good fortune brought him to America while he was a kid. Better fortune brought him from Baltimore to Kansas City while he was a young man, but the best fortune of all brought him to San Francisco, where he occupies a high position in the Pacific coast and export trade of this city. In his private affairs he is manager of the coast and oriental business of Peet Brothers Manufacturing Company of Kansas City, one of the largest soap makers in the world.



M. LOUIS WOOLEY

President Rotary Club of San Francisco

It's a good clean business, and Wooley is a good clean man. He is a power wherever he goes and a tower of strength in the Rotary Club. The Rotary Club of San Francisco could not have chosen a better balanced or better equipped man to preside over its destinies than Mr. Wooley.

The interest in the affairs of the San Francisco Rotary Club keeps up well; the attendance is good every Tuesday at luncheon, and there is always something doing, largely due to the good judgment and kindly influence of our President.

SAMUEL P. JOHNSTON.

THE NATIONAL ROTARIAN

A FIFTH WHEEL AT DENVER.



The Denver Rotary Club had its first Social Session January 26th, at the Albany Hotel, Denver.

Including a few invited guests for the evening there were 85 Rotarians present.

It was a stag affair.

A feed was served at 6:30, the men entering the hall in single file, picking up their cups and plates gathered their portion of chicken pie and ginger bread and rolls and cup of coffee as they went by a table.

The committee in charge of arrangements had placed on the floor a large wheel, indicative of the Rotary Club emblem, in the middle of it an imitation of a hub, and around the rim of the wheel were arranged small pine boxes upon which the members sat as they finished their chuck wagon supper.

The entertainment committee termed this stunt the first spoke of the fifth wheel. The Temple Quartet, a male organization of Denver, entertained through the evening with a number of selections, some of the members put on a rural stunt in the shape of violin, piano playing and dancing, several of the members were called upon for speeches, others told stories and the whole bunch sang. It was a very enjoyable evening. The membership of the Rotary Club feels that things are progressing nicely, that fellowship and good will towards each other are growing stronger with each meeting.

NEW YORK ROTARY CLUB

Has Ladies' Night, Thursday, Feb. 8, 1912.
Dinner and Dances.

The New York Rotarians had their Third Ladies' Day, which was the most successful of their many delightful meetings. The better halves expressed the true Rotarian spirit by suggesting that they get together oftener.

An elaborate dinner was served in the Rotarian Restaurant, the Hof Brau Haus, August Jantzen, proprietor and member of the Club, in the special Rotary Banquet Hall. Beautiful souvenirs were presented to the ladies and a handsome bouquet of pink carnations, also a boutonniere to the members. After the dinner routine business was dispensed with and all joined in singing, accompanied by the splendid orchestra that had been playing throughout

Going to Denver? Be sure to call on
THE G. M. HARRIS CURIO CO.

Wholesale and Retail

Genuine Navajo Blankets, Mexican
Japanese Curios, Indian Bead Work
Native Cut Stones

Opposite Savoy Hotel, Cor.
Broadway and 17th Ave.

DENVER

Correspondence Invited

the dinner. Several musicians were discovered among the members, who rendered some very enjoyable selections, after which the tables were cleared and dancing followed until the wee hours of the morning, when the happy Rotarians and their wives wended their ways reluctantly to their homes full of new and greater enthusiasm for Rotary.

The Entertainment Committee has inaugurated two weekly luncheons on

Tuesday, at 1 p. m., at the Machinery Club.

Thursday, at 1 p. m., at the Hof Brau Haus.

The attendance at both is increasing every week.

V. C. J.

Accident and Health INSURANCE



Every Rotary Club Member should be protected from loss of time, whether it be through accident or sickness. Having decided this, the next consideration is the company.

The Bankers' Accident Company offers the very best class of insurance obtainable. We sell policies covering every accident and every sickness for the full limit and without exceptions. We issue policies with or without accidental death indemnity.

Ask about our Hawkeye Indemnity Policy,
Quarterly premium plan.

**BANKERS' ACCIDENT CO., Des Moines
Iowa**

F. L. Miner, Pres. E. C. Budlong, V. P. (Rotarians)

ROTARY CLUB ENJOYS FEAST.

Four Hundred Plates Laid for Business
Men of the City.

The annual banquet of the Rotary Club was held at the Savery Hotel last night with some four hundred Des Moines business men as partakers of the good things to eat. The tables were arranged in the form of an "R," with the speaker's chair at the right end of the horizontal line which extends from the center of the main perpendicular line of the letter.

The lighting effects were unusually handsome. Small study lamps of beautiful design and gorgeous shades were scat-

THE NATIONAL ROTARIAN

tered about over the tables. These were connected with the electric lighting system of the Savery, so that after the dinner was over and the singing and speech-making began, the other lights were lowered and the table lights left a soft and restful glow about the room.

The purpose of the club is to boost Des Moines, and particularly the members of the club in their business life.—Des Moines, Iowa, Capital, Friday, January 26, 1912.

WHOM CAN YOU SUGGEST?

As far as we know there has been no attempt made to organize Rotary Clubs in the following American cities, each of which has a population of over 100,000. If you know any live-wire "king-pins" in these cities to whom Rotarianism would appeal as something worth embracing, please send to national headquarters the names and street addresses and we will try to interest them in Rotary.

Jersey City, N. J.

Worcester, Mass.

New Haven, Conn.

Richmond, Va.

Paterson, N. J.

Fall River, Mass.

Grand Rapids, Mich.

Nashville, Tenn.

Lowell, Mass.

Bridgeport, Conn.

Albany, N. Y.

TO ORGANIZE ROTARY CLUB.

Some well-known young business men have held several meetings with the object of organizing a Rotary Club in Columbus, and plans have now progressed so that

Old Colony Life Insurance Co.

OLD COLONY BLDG., CHICAGO

Writes all forms of Standard Legal-Reserve Non-Participating Policies. We have a special **low cost** policy that should interest you. Write me and I'll give my personal attention to your inquiry.

Silvester Schiele, 1st Vice-Pres.

(Member Chicago Rotary Club.)

CONSIGN

shipments of household
goods to the

ORCUTT

Storage, Packing
and Moving
Company

4720-22-24-29-31-33 Easton Ave.

SAINT LOUIS

Fire Proof Warehouses

Member Saint Louis Rotary Club)

it is expected that an organization will be completed at a dinner to be given at the Busy Bee Wednesday evening, when a new boosting association for Columbus will be in existence.

These Rotary Clubs have been a great success in Western cities, but have only recently invaded the East. In a Rotary Club the membership is confined to but one person or firm in a given line of business. For instance, but one banker, one dry goods merchant, one iron and steel manufacturer, etc., can be a member of the local club. The members are pledged to help each other in business and to boost at all times for their city. If a member of a Rotary Club hears of anything which would be of advantage to a fellow-member he is expected to give him this information at once.

The club will hold weekly luncheons, at which plans for the betterment of the city, for advancing the interest of the members and topics of general nature will be discussed. At the meeting Wednesday evening a constitution will be adopted and officers elected. It is expected that there will be quite a rush for membership in the new organization, which hopes to be one of the big factors in bringing Columbus to the very forefront during this centennial year.—Columbus Ohio State-Journal, Sunday, Jan. 14, 1912.

THE NATIONAL ROTARIAN

ROTARY BOOMING IN OAKLAND.

The Oakland (Calif.) Rotary Club, as you will see, has changed its name from the "Tri-City Rotary Club."

The Club lately has been making rapid strides and will soon have a two hundred membership, equaling that of our sister city, San Francisco. Our rapid growth is attributed mostly to our new Secretary, Mr. D. L. Aronson, who is a "live wire" and an untiring worker.

The Club at each Thursday dinner, distributes by drawing, valuable prizes donated by different members, which adds to the interest of the meetings. Besides assisting in a business way, our club is pledged for civic betterment, and is oftentimes delegated by committees to co-operate with other commercial bodies in good causes. It is now a recognized potent factor in many good movements, and they

all seek the endorsement of the Rotary Club.

To add interest and to put a little more zest into the meetings, we invite well-known speakers to address our meetings, which draws big attendance. Recently we had the Rev. A. W. Palmer speak on "Should Oakland Own a Farm?" Mr. Palmer is one of our big men here, and has put many a good thing "over the plate." Just completing a trip through the Eastern cities, he particularly made a study of the Cleveland Correction Farm, where petty offenders, instead of being incarcerated in an ill-smelling prison are given work and allowed to breathe fresh air. We have annexed Mr. Palmer's name to our list of membership.

A visiting committee of three is appointed at each meeting, whose duty it is to visit the different members of the Club at their respective places of business. In this way every one eventually becomes acquainted with his fellow member's line of business.

We are planning our first entertainment. This is to be ladies' night, dinner at 6 p.m., for members and their families, then a theater party after, and we have every reason to believe it will be a big success.

Our visit last week to the San Francisco Rotary Club, though not attended by a large number, was thoroughly enjoyed, and will no doubt be the means of bringing the members of the two clubs in closer business relations.

E. L. ORMSBY.



C. W. HILL

President and General Manager California Drug & Chemical Co., Los Angeles, Cal., former President Rotary Club of Los Angeles, Director National Association of Rotary Clubs

THE BUSY MAN'S CREED.

I believe in the stuff I am handing out, in the firm I am working for, and in my ability to get results. I believe that honest stuff can be passed out to honest men by honest methods. I believe in working, not weeping; in boosting, not knocking; and in the pleasure of my job. I believe that a man gets what he goes after, that one deed done to-day is worth two deeds to-morrow, and that no man is down and out until he has lost faith in himself. I believe in to-day and the work I am doing; in to-morrow and the work I hope to do, and in the sure reward which the future holds. I believe in courtesy, in kindness, in generosity, in good cheer, in friendship and in honest competition. I believe there is something doing, somewhere, for every man ready to do it. I believe I'm ready—RIGHT NOW.

(A pretty good creed—found in the roster of the Rotary Club of San Francisco, 1915.)

"SURELY, 'TIS THE ACME OF THE VINTNER'S ART!"

CRESTA BLANCA WINES

For 25 Years the Acknowledged Standard of American Vintages

WHITE WINES

Riesling Souvenir
Hock Souvenir
Sauterne Souvenir
Chablis Souvenir
Haut Sauterne Souvenir
Chateau Cresta Blanca
(Formerly Chateau Yquem
Souvenir)
Chianti Souvenir
Sparkling Cresta Blanca
Sparkling Moselle

RED WINES

Zinfandel Souvenir
Table d'hôte Souvenir
Burgundy Souvenir
St. Julien Souvenir
Medoc Souvenir
Margaux Souvenir
Chianti Souvenir
Sparkling Burgundy

SWEET WINES, ETC.

Port	Angelica
Sherry	Tokay
Muscadet	Brandy
	Apricot Cordial

*Write for our Art Booklet which tells you
the story of wine and how to use them*

WE ARE ROTARIANS, ALL OF
US, AND WE WANT YOUR
BUSINESS. THERE'S A REASON

Remember, CRESTA BLANCA is the
BEST American wine. Let us send you
one case as a trial order (assorted
if desired)

Address the nearest office

WETMORE-BOWEN COMPANY

BYRON E. VEATCH

Agent

69 E. South Water St.
CHICAGO, ILLINOIS

42 DAVIS STREET
SAN FRANCISCO, CAL.

Vineyards at
LIVERMORE, CAL.

ELMER DePUE

Agent

10 W. Thirty-Third St.
NEW YORK, N. Y.



THE NATIONAL ROTARIAN

Stops Cough
Finest, purest, most pleasant to use, and gives instant relief to coughs or hay fever and catarrh.
Get Free Sample
by writing us a postal, or 25c and 50c sanitary Kondon tubes from over 35,000 druggists.
Kondon Mfg. Co.
Minneapolis, Minn.
KONDON'S
CATARHAL
JELLY

A BANQUET FOR THE ROTARY CLUB.

Eighty members of the new Rotary Club sat at tables at the monthly dinner of the organization at the Chamber of Commerce last night and discussed plans for the future of the club and the city. It was one of the best meetings the club has ever held. In view of an effort which is to be made to interest others in the organization, it was decided to make public the following statement relative to the purposes to be aimed at:

Clearing House For Ideas.

"The Rotary Club is a clearing house of ideas and business methods, a place for the discussion of civic problems; and for the formation of acquaintanceships that possibly will be made in no other way. The limiting of the membership to one man in each line of business is for the purpose of attaining a free discussion of methods of salesmanship, of sales management, of industrial problems, of certain angles of life. It is a magazine of business system personified and vitalized by the personal experience and life of men successful in their lines, a forum where questions arising from these talks can have expression and answer, and whence every man can go with a new knowledge of something he has never known.

"It is valuable in a national sense, for not only do the members receive inspiration from live articles in the club magazine, but a member going to any other large city has an immediate introduction to the man he may wish to meet, for in the Rotary club of that city he finds a prominent man in his line of business, whose acquaintance may be invaluable."—Wichita, Kans., Beacon, Feb. 13, 1912.

DULUTH ROTARY CLUB.

On Monday, January 15th, at 6:15 p. m., a small but enthusiastic meeting of the club was held at the Holland Hotel, about thirty members being present.

Mr. Ed. Filiatral reported the successful termination of his labors on behalf of the club for a state highway between the Twin Cities and the Twin Ports, which, he stated, is now assured.

The highway is to be built under the Elwell law, which provides that the state shall bear 75% of the cost and that the balance shall be charged to the land lying within six miles on either side of the highway at the rate of one cent per acre.

Mr. Filiatral also called a mass meeting of Rotarians to attend a Good Roads Conference to be held at the Commercial Club on January 25th.

The object of this conference is to consult with the road commissioners of the county with a view to securing better results from the half million dollar appropriation for 1912 than could otherwise be expected, judging from the somewhat unbusiness-like methods which have prevailed in this department in the past.

It was decided that the Duluth Rotary Club should take steps to secure a better representation in the directorate of the Commercial Club, in order to help on the civic work of both clubs.

On Monday, January 22nd, at noon, the banner meeting of the club, in point of attendance, was held at the St. Louis Hotel.

ROTARY CLUB FOUNDED ON DIVERSITY OF INTEREST.

Baltimore has a new club, and one entirely unlike any other here. While the majority of organizations are founded upon a community of interest, the idea and essence of the Rotary Club, for such is its name, is a diversity of interest.

In the initiation of members care is taken that no two of the men admitted belong to the same trade, profession, business or vocation, and the same instant that one doctor, lawyer or soldier becomes a member every other doctor, lawyer and soldier becomes ineligible. The only institution like it are those in some few other cities, including London.

The Club was first started a few weeks ago when some men of various occupations gathered at the Rennert Hotel and elected Giles Monroe president and Alfred Eugene Blair secretary and treasurer. Since then it has been meeting every Wednesday at the Rennert for social purposes, and now boasts 22 members of as many different professions.—Baltimore, Md., News. Jan. 30, 1912.

THE NATIONAL ROTARIAN

COLUMBIAN INSECTICIDE CO. Bugs ^{All} Kinds Exterminated

Guaranteed for one year. Goods for sale at leading grocers, druggists, and at offices of

THE COLUMBIAN INSECTICIDE CO.
7 Water St., Boston 552 Columbus Ave., N. Y.
P. J. BONNER, Pres., and a Rotarian

BOSTON DOINGS.

Since my report for the January issue of the National Rotarian, the Boston Rotary Club has been going steadily ahead. Since our December meeting we have added practically 50 members, all of which are representative business men, and many of them are officers in other clubs in Boston.

Our Civic committee, which was appointed by the Chair at our January meeting, is headed by one of the Membership committee of the Boston Chamber of Commerce, Major P. F. O'Keefe. Major O'Keefe is in the advertising business and is well known and admired by everybody, and we feel that on account of his standing with the Chamber of Commerce and the Associated Advertising Clubs of America, that his leadership of the Civic committee will keep us before the people as a club which has the welfare of the city at heart.

An invitation has been accepted by Hon. John N. Cole, former speaker of the Massachusetts House of Representatives, to address the club at its next meeting, Feb. 12. Also, Mr. Joseph Smith, of the Boston Herald, will talk to us on the Boston Opera Company. Mr. Smith will have with him several of that company's artists, including a few of the most prominent lady and gentlemen singers, who will also be our guests at this meeting, and it can clearly be seen from this program that we are going to have a "big night."

We will have for distribution at our February 12th meeting, a new roster, which, in my opinion, will compare favorably with the best which has so far been printed by any club. It is not a photographic roster, however, but one we believe is up-to-date, and meets all requirements. Copies will be sent to all secretaries at an early date.

J. E. FITZWILSON.

"There is a legend, endorsed by many an instance, that they mount the rungs with best success who strive to draw up others as they raise themselves. Not by the fall of others, and not by ignoring the efforts of those who struggle below and on either side, but by the helping hand, by the lifting of another's burden and the pointing of the way to those whose vision has faded and become obscure, is the progress made most surely."—Charles Mulford Robinson.

Do You Ship to Kansas City?

If not, Why?

Quick delivery and saving in freights by warehousing with us, or consigning collective cars to us for distribution.

All details of Branch House business at only a nominal cost.

Tell your friends about us.

Clagett Storage & Transfer Co.

KANSAS CITY, MO.

(W. S. CLAGETT, Member Kansas City Rotary Club)

ROTARY CLUB AT DINNER.

Vice President Wheeler of Union Trust Talks on Tariff.

"A tariff revision will not materially affect the cost of living, as so many are disposed to believe," Harry A. Wheeler, vice president of the Union Trust Company, said at the "Ladies' Night" banquet of the Rotary Club of Chicago in the Florentine room of the Congress Hotel last night. He spoke of the relation of the business man to national problems, urging the members of the club who represent different industries of the commercial world to take a greater active part in local state and national affairs. A. F. Sheldon spoke of a recent tour of Europe, where he instituted rotary clubs in England, Ireland and Scotland.—Chicago, Ill., Examiner. Friday, Jan. 26, 1912.

Union Trust Company

Tribune Building, CHICAGO, ILLINOIS

Capital and Surplus - \$2,500,000

Rufus F. Chapin, Secretary

(Member of Rotary Club of Chicago)

BACKS INTERURBAN ROADS.

Rotary Club Supports Move for Betterment of St. Paul.

The Rotary Club is back of any bona fide move to build interurban railroads into St. Paul. This was evidenced at a meeting of the club yesterday, when resolutions were passed approving the building of electric railways from St. Paul to tributary country.

The club thus backs the stand taken by the Association of Commerce. The effort of each member is pledged to support such plans.—St. Paul, Minn., Dispatch. Tuesday, Feb. 6, 1912.

THE NATIONAL ROTARIAN

NEWS ITEMS FROM THE ROTARY CLUB OF PHILADELPHIA.

Mr. A. H. Bonsor has recently added Stalls Nos. 709 to 717 to his already large space in the Reading Terminal Market, and now stretches nearly across the entire building, having the largest store in the market, devoted to the sale of poultry, butter and eggs.

During February, A. H. & F. H. Lippincott, manufacturers of Soda Water apparatus, moved to their splendid new factory, at the N. W. corner 24th and Locust streets. In spite of the extra demands upon his time on this account, Treasurer Carr has not been less frequent an attendant at the club dinners and luncheons.

Scientific management in manufacturing and mercantile establishments utilizes extensively every device for the saving of labor. Especially is this true of devices for keeping the time of employes and calculating the cost of different articles of production.

Over seventy plants of the United States Steel Corporation have been equipped with such devices by Mr. Henry S. Evans, manager, International Time Recording Company. The United States Government is installing, in the free delivery postoffices, International card machines, which register the trip and office time of mail carriers and clerks, and there are already in Pennsylvania alone, more than ten thousand of such machines in use.

Mr. A. H. Geuting recently attended the National Convention of the Retail Shoe Dealers' Association, as the Philadelphia delegate. His own business has been so successful that he is opening a small branch for men's shoes only, at No. 19 South 11th street.

Mr. Ellsworth Hults, Jr., is remodeling his offices and wrapping paper warehouse, at 25 North 6th street.

Mr. John B. Miller, treasurer The Penn Phonograph Company, attended the meeting in Chicago, January 28, of the National Association of Talking Machine Jobbers, of which he is the treasurer.

Mr. Ryland W. Phillips has been appointed the Philadelphia representative of the National Board of The Photographers' Association of America, which is preparing to hold its annual convention here in July.

The growth of the teaming business of Mr. John J. Shanahan has been so great that he is moving to new quarters, at 1020 Race street.

CLAYTON W. PIKE

"In order to love mankind, we must not expect too much of them."—Jeremy Bentham.

THE LAST ISSUE MADE A HIT.

A few of the words of appreciation which THE NATIONAL ROTARIAN has received from its readers:

"I want to be the first, if possible, to congratulate you upon THE NATIONAL ROTARIAN'S appearance and general get-up. It certainly is exceedingly valuable to every Rotarian."

"I want to congratulate you most heartily on the splendid typographical make-up of THE NATIONAL ROTARIAN. It is surely a credit to the organization."

"I cannot refrain from complimenting you on what I consider a wonderful success. This magazine, gotten up in so short a time, would do credit to any organization in the United States. It will be a wonderful help to all Rotary Clubs."

"I had an opportunity yesterday to run over the second number of THE NATIONAL ROTARIAN, and I want to congratulate you upon having made some satisfactory progress."

"I think the boys all appreciate the difficulties incident to getting all of the machinery to work that is necessary to make a publication of this kind a success. There is no question but what advertising by Rotary members in THE NATIONAL ROTARIAN will be a paying proposition for a great many, so that there should be no question about the backing of this enterprise. The Rotary movement is so new and so interesting that every word of the reading matter should prove of the greatest interest to those who have Rotary at heart."

"I am writing to congratulate you upon the appearance and contents of the second number of THE NATIONAL ROTARIAN. It is a great credit to the Association."

"The last issue of THE NATIONAL ROTARIAN is surely a dandy—full of good reading."

The Editor acknowledges with thanks, these and many other similar communications which we have not space to print.

Do not give up if you do not receive sudden and phenomenal returns from every "ad" you run. Good advertising pulls rather than jerks, and the advertiser who inserts good copy regularly in The National Rotarian will win success.

The National Rotarian

Published by the BOARD OF DIRECTORS
OF THE NATIONAL ASSOCIATION OF
ROTARY CLUBS OF AMERICA

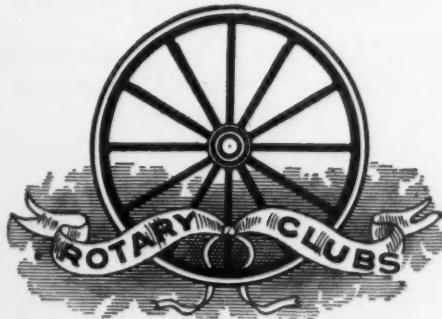
Headquarters: 911 First National Bank Bldg., Chicago

CHESLEY R. PERRY, Editor and Business Mgr

Subscription Price: 10 cents the copy, 25 cents a year

Advertising Rates will be furnished on Application

NATIONAL ASSOCIATION OF



INDIRECT EFFICIENCY.

The other evening a good Rotary member remarked: "Do you know, I have to work just as hard to sell a Rotarian as anybody else?"

And why shouldn't he? Only rarely can Rotary produce direct sales. The oil man may be giving his club a talk on the superiority of his lubricating oils, at the conclusion of which Ruggles may lean over and say: "Murphy, you can send me over a barrel of your oil," but such things must not be expected to happen at every meeting.

The advantages of Rotary are similar to those of advertising. Very little advertising produces direct sales. Most advertisements are inserted either to make the public familiar with the trade name or brand of goods or to develop inquiries or "leads" for business, upon which salesmanship may have its opportunity to show what it can do.

The United Cereal Co. spends thousands of dollars in advertising, so that when the housewife goes to the grocery for a breakfast food she will say automatically, "Give me a package of Washington Crisps."

In like manner Mr. Riley wears his tag

at meetings, "My business is Printing," so that he and his business will be so closely associated together in the minds of his fellow members that when they want some printing done they will think of Riley instantly.

Again the Sheldon School ads appear everywhere so that they may receive thousands of inquiries as to what their proposition is, and likewise Mr. Gatchel represents the engraving business in his club in such a manner that some of the other members will come to his firm and say, "can you make us a sketch of our new building?" or "Gatchell, So and So says he is going to get out a big catalog—better see him about the engravings."

These are the opportunities for business in Rotary. Goods, service, prices—all must be right among Rotarians if business is to be expected. We must realize and we must give the public to understand that in the Rotary Club there exists not obligation, but opportunity, and Rotarians are simply live business men who know how to make the most of their opportunities in business.

C. R. P.

ROTARY.

If you see a fellow tryin' for to make a project go,
You can BOOST it up a trifle, that's your cue to let him know
That you're not agoin' to knock it just because it ain't your shout,
But you're goin' to BOOST a little 'cause he's got the best thing out.

If you know some feller's failins, just forget 'em, 'cause you know
That same feller's got some good points—them's the ones you want to show;
Cast your loaves out on the waters, they'll come back's a saying true,
Mebbe they'll come back buttered, when some feller BOOSTS for YOU.
(From a L. A. Rotary Notice.)

"The successful business men, from the days of Abraham—who started life as a poor emigrant and amassed an enormous wealth of herds and flocks of servants—to those of our own day, have achieved their success by studying not how they could squeeze the most out of their fellow men, but how they could achieve the greatest service by their commercial abilities." —Lyman Abbott.

"Nothing will ever be attempted if all possible objections must first be overcome."
—Dr. Johnson.

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THE NATIONAL ROTARIAN

OFFICIAL DIRECTORY NATIONAL ASSOCIATION OF ROTARY CLUBS OF AMERICA.

Headquarters.

911 First National Bank Bldg., Chicago.

Officers.

1911-1912.

President—Paul P. Harris, 127 N. Dearborn St., Chicago.

First Vice-President—R. R. Denny, 911 Western Ave., Seattle, Wash.

Second Vice-President—J. E. Fitzwilson, 294 Washington St., Boston, Mass.

Treasurer—Mac Martin, 1020 Security Bank Bldg., Minneapolis, Minn.

Sergeant-at-Arms — Werner Hencke, 2335 S. Grand Ave., St. Louis, Mo.

Secretary—Chesley R. Perry, 911 First National Bank Bldg., Chicago.

Directors.

1910-1912.

C. W. Hill, 843 Stephenson Ave., Los Angeles, Cal.

A. R. Stafford, 415 Locust St., St. Louis, Mo.

L. Q. Swetland, care Perkins Hotel, Portland, Ore.

1910-1913.

Wm. J. Bovard, 911 Hennen Bldg., New Orleans, La.

Lee B. Mettler, 1320 Main St., Kansas City, Mo.

F. L. Thresher, Globe Bldg., Minneapolis, Minn.

1911-1914.

Eugene G. MacCan, 918 Broadway, New York, N. Y.

Glenn C. Mead, 511 Crozer Bldg., Philadelphia, Pa.

Wm. G. Stearns, 301-302 Chamber of Commerce Bldg., Tacoma, Wash.

CHAIRMEN OF COMMITTEES FOR 1911-1912.

Trade Relations, Inter-City.

J. E. Pinkham, Chairman, 909 White Bldg., Seattle, Wash.

Trade Relations, Local.

Geo. H. Eberhard, Chairman, 360 Fremont St., San Francisco, Cal.

Public Affairs, National.

Chas. W. Rutledge, Chairman, 924 Wainwright Bldg., St. Louis, Mo.

Public Affairs, Local.

Francis M. Carroll, Chairman, 917 Kimball Bldg., Boston, Mass.

Entertainments, Local.

B. F. Collins, Chairman, 212 Sixth St., N., Minneapolis, Minn.

Model Constitution and By-Laws and Revision of National Constitution and By-Laws.

E. L. Skeel, Chairman, 58 Haller Bldg., Seattle, Wash.

Extension Work on the Continent of Europe and the British Isles.

Harvey C. Wheeler, Chairman, 620 Atlantic Ave., Boston, Mass.

Extension Work, Pacific and Trans-Pacific.

Chas. M. Elliott, Chairman, 142 Townsend St., San Francisco, Cal.

AFFILIATED ROTARY CLUBS.

Each Rotary Club extends a cordial invitation to all visiting Rotarians to attend its meetings and to call upon its officers and members.

BOSTON.

President — FRANCIS M. CARROLL, Lawyer, 917 Kimball Bldg. Phone Fort Hill 943.

Vice-President — HUBERT G. RIPLEY, Architect, 601 Paddock Bldg. Phone Fort Hill 2874.

Secretary — J. E. FITZWILSON, Agt. Southern Ry. Co., 838 Old South Bldg. Phone Main 1730.

Headquarters at office of the Secretary. Luncheons held every Wednesday at 1 p. m., Louis' Cafe, Fayette Court. Monthly meetings held on second Monday of each month at 6:30 p. m., Hotel Nottingham.

THE NATIONAL ROTARIAN

BUFFALO.

President—THOMAS H. NOONAN, Attorney, 734 Ellicott Square. Phones Fron. 420, Sen. 1211.

Vice-President—G. BARRETT RICH, JR., Federal Telegraph & Telephone Co., 332 Ellicott St.

Secretary—HERBERT L. HART, American Surety Company, 701 White Bldg. Meetings are held on every Thursday at 12:30 p. m. at various places.

CHICAGO.

President—W. S. MILLER, V.-Pres. Bush & Gertz Piano Co., 800 N. Clark St. Phone North 1610.

Vice-President—DONALD M. CARTER, Patent Attorney, 1410 Marquette Bldg. Phone Cent. 1651.

Secretary—HORACE W. DAVISON, Treas. Am. Plate Enamel Co., 910 1st Nat'l. Bank Bldg. Phone, Randolph 608. Club Headquarters and Secretary's Office, 910 First Nat'l Bank Bldg. Phone Rand. 608. Club dinners 2nd and 4th Thursdays, 6:30 p. m., at various places. Luncheon every Tuesday, 12:30 to 1:30 p. m., at Vogelsang's Restaurant, 175 W. Madison St.

CINCINNATI.

President—FRANK J. ZUMSTEIN, V.-Pres. Zumstein Taxicab Co., 12 E. 6th St. Phone Canal 2051.

First Vice-President—FRANK G. CURRY, Pres.-Treas. Curry Woodenware Co., 22 E. 2nd St. Phone Main 4350.

Second Vice-President—JOHN W. FLACH, the Flach Bros. Grocery Co., 2nd and Vine Sts. Phones Main 415-416.

Secretary—CHAS. B. WILBERDING, Tailor, 206 Neave Bldg. Phone Main 3922.

Meetings held at McAlpin's, West 4th St., every Thursday noon for luncheons, except 4th Thursday of month for dinner at 6:30 p. m.

CLEVELAND.

President—J. J. WEMPLE, Ohio Sash & Door Co., 703-821 Canal Rd. Phones Central 91; Main 1382.

Vice-President—H. T. BEIDLER, National Screw & Tack Co., Stanton Ave. and C. & P. Ry. Phones, Princeton 775; East 404.

Secretary—WM. DOWNIE, Painting and Decorating, 1018 Prospect Ave. Phones Main 1180 L., Cent. 5768 W.

Meetings held 2nd Monday of month at 6 p. m. at various places.

DAVENPORT (Iowa).

President—W. H. HARRISON, Snider, Harrison & Hynes, Fire Insurance, 201 Putnam Bldg.

Secretary—FRANK W. SKINNER, Mitchell Advertising Agency, 41 First National Bank Bldg.

Meetings Monday of each week at 12:10 p. m. at the New Kimball.

DENVER.

President—GRATTON E. HANCOCK, Smith Premier Typewriter Co., 1629 Broadway.

First Vice-President—CHAS. W. FRANKLIN, Attorney, Franklin & Tedrow, 834 Equitable Bldg.

Second Vice-President—JOHN L. HUNTER, Advertising Mgr. A. T. Lewis & Sons Dry Goods Co., 16th & Stout Sts.

Secretary—J. H. HINE, Hine Desk & Co., Chamber of Commerce Bldg. Phone, Main 8134.

DES MOINES.

President—MACK OLSEN, Real Estate, Stocks, etc., 254 K. P. Blk. Phone Walnut 1625.

Vice-President—HARRY H. STIPP, Lawyer, 402 Youngerman. Phone Walnut 1751.

Secretary—O. R. McDONALD, Advertising Agency, 322 Flynn Bldg. Phone Walnut 5805.

DETROIT.

President—C. E. KNIGHT, Gen. Mgr. Michigan Drug Co., 26-36 Congress St. E. Phone Main 6110.

First Vice-President—FRED J. ROBINSON, Lumber, 16th and Warren Ave. W. Phones Walnut 426, City 427.

Second Vice-President—J. H. GREGG, Hardware, 44 Cadillac Square. Phone Main 5335.

Secretary—D. H. BOWER, Car Advertising, 83 W. Fort St. Phones Main 5022, City 5022.

Club Headquarters maintained at office of Secretary. Luncheon every Wednesday at Hotel Griswold at 12:30, except 2nd Wednesday in month for dinner at 6 o'clock.

DULUTH.

President—EDW. W. RUSSELL, care of National Cash Register Co.

Vice-President—W. H. WELLS.

Secretary—A. A. MICHAUD, 301 Michigan St. W.

HARRISBURG.

President—J. R. KINSLOE, Mgr. Wm. L. Bear & Co., Brokers, 17 N. Market Square. Phones Bell 1066, Union 709.

Vice-President—E. J. LEWIS, Shoes, 226 Market St. Phones Bell 1706, Union 205.

Secretary—F. J. DREHER, Life Insurance, 401 Telegraph Bldg. Phone Bell 2674.

Meetings held on 1st and 3rd Tuesdays of month at various places.

THE NATIONAL ROTARIAN

HARTFORD.

President—FRANK P. FURLONG, Cashier Hartford National Bank.
Vice-President—CLARENCE M. RUSK, Travelers' Insurance Co., 686 Main St.
Secretary—PHILLIP E. CURTISS, Mfrs. Assns. of Connecticut, 803 Main St.
Meetings held 2nd Wednesday of each month.

KANSAS CITY.

President—RUSSELL F. GREINER, V. Pres. Union Bank Note Co., 10th and Central Sts. Both Phones Main 418.
Vice-President—BURTON PIERCE, Talking Machines, 1013 Walnut St. Both Phones Main 921.
Secretary—OTTO WITTMANN, Pres. K. C. Auto Supply Co., 1504 Grand Ave. Phones Grand or Main 3181.
Luncheons every Thursday from 12:30 to 2 p. m.

LINCOLN.

President—F. C. PHILLIPS, Plumbing and Heating, 1421 P St. Phones Auto. 1666, Bell 762.
First Vice-President—A. H. ARMSTRONG, Clothing, 1221 O St. Phones Auto. 6289, Bell 3289.
Second Vice-President—F. W. BROWN, SR., Lumber, 700 O St. Phones Auto. 1568, Bell 568.
Secretary—C. V. HIGBY, Cleaning and Dyeing, 1322 N St. Phones Auto. 1292, Bell 147.
Meetings every Monday noon at Lincoln Hotel.

LOS ANGELES.

President—C. H. MANN, American Express Co., 600 S. Main St. Phones Home F. 2572, Main 1712.
Vice-President—O. H. MORGAN, Mgr. Globe Grain & Milling Co., 913 E. 3rd St. Phones Home 10542, Main 7489.
Secretary—WILL STEPHENS, Fire Insurance, 314 Security Bldg. Phones Home F. 5543, Main 1364.
Club Headquarters at Secretary's office. Club meets every Friday for luncheon.

MINNEAPOLIS.

President—B. FRANK COLLINS, Fruits and Products, 212 N. 6th St. Phones N. W. Nic. 1172, T. S. Center 212.
First Vice-President—KARL DE LAITRE, Wholesale Grocer, 500 N. 3rd St. Phones Main 1851, Center 1851.
Second Vice-President—FRANK E. MIX, Envelopes, 2900 Fifth Ave. S. Phones N. W. South 288, T. S. Cal. 1261.
Secretary—ANGIER G. FURBER, Advertising, 715-716 Plymouth Bldg. Phones N. W. Main 3323, T. S. Center 4747.

Club Headquarters at office of Secretary. Meetings held every Friday at 12:30 p. m. at Hotel Radisson.

NEW ORLEANS.

President—W. W. VAN METER, Builder, Contractors' and Dealers' Exchange. Phone Main 2670.
Vice-President—DR. J. F. OECHSNER, Physician, 621 Macheca Bldg.
Secretary—WM. J. BOVARD, Insurance, 902 Hennen Bldg. Phone Main 633.
Club Headquarters at office of President. Meetings held 2nd Tuesday of month at 6 p. m. for dinner and 4th Tuesday at 8 p. m. at the office or establishment of one of its members.

NEW YORK.

President—ORREL A. PARKER, Automobile Tires, 151 W. 68th St. Phone 2457 Columbus.
Vice-President—V. CLEMENT JENKINS, Linen Mfr., 13 E. 22d St. Phone 534 Stuyvesant.
Secretary—EUGENE G. MacCAN, Florist, 918 Broadway. Phone 274 Gramercy. Meetings held on 2nd Thursday of month.

OAKLAND (Calif.)

President—ROBERT ROBERTSON, Cape Ann Bakery, 575 Twelfth St. Phones Oakland 128, Home A-1280.
Vice-President—D. E. PERKINS, Burroughs Adding Machine, 460 Thirteenth St. Phones Oak. 7525, Home A-5485.
Secretary—D. L. ARONSON, Boots & Shoes Mfg., 1068 Brush St.

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President—COLIN S. CAMPBELL, Banker, Oklahoma City Nat'l. Bank.
Vice-President—B. Z. HUTCHINSON, Plumber, 130 N. California St.
Secretary—EUGENE WHITTINGTON, Fire Insurance, 500 Insurance Bldg.

PHILADELPHIA.

President—GLENN C. MEAD, Assistant City Solicitor, 511 Crozer Bldg. Phone Bell, Spruce 2948.
Vice-President—E. J. BERLET, Maxwell & Berlet, Jewelers, S. E. Cor. 16th and Walnut Sts. Phone Bell, Locust 2000.
Secretary—CLAYTON W. PIKE, Electrical Contractor, 1625 Real Estate Trust Bldg. Phone Walnut 1478.
Regular luncheons at the Bingham Hotel on Wednesdays, 12:30 to 1:30 p. m. Club headquarters, 1625 Real Estate Trust Bldg.

THE NATIONAL ROTARIAN

PITTSBURG.

President—DAVID C. FARRAR, President, The Farrar Advertising Co., Diamond Nat'l. Bank Bldg. Phone Court 867.

First Vice-President—D. J. BROWN, 213 Water St.

Second Vice-President—OSCAR T. TAYLOR, Attorney and Counsellor at Law, 414 Park Bldg.

Secretary—JNO. O. CRAWFORD, National Audit Co., 705 Park Bldg. Phone Grant 1640.

Club luncheons held every Monday at Fort Pitt Hotel.

PORTLAND.

President—DWIGHT EDWARDS, Coffees and Spices, 34 N. Front St. Phones A. 6545, Main 1341.

Vice-President—LOUIS A. COLTON, Paper, Fourth and Aukney. Phones A. 2950, Main 950.

Secretary—OLIVER G. WALKER, Timber and Timber Lands, 518 Yeon Bldg. Phones A. 1723, Main 5718.

Weekly luncheons held every Tuesday at 12:30 p. m.

PROVIDENCE.

President—J. B. LEEMAN—Browning, King & Co., 212 Westminster St. Phone U-1285.

Vice-President—E. R. DAVENPORT, Electricity, 170 Westminster St. Phone U-741.

Secretary—E. L. MORRIS—Office Furniture, 77 Exchange Place. Phone U-1214. Daily and Wednesday luncheons at Perkins Restaurant.

SALT LAKE CITY.

President—C. A. QUIGLEY, Wagons, Automobiles, etc., 157 South State St.

Vice-President—B. F. REDMAN, Transportation and Storage, 117 So. West Temple.

Secretary—SAMUEL R. NEEL, Mng. Stk. Broker, 1004 Newhouse Bldg.

Meetings held 1st Tuesday of month. Club luncheons every Tuesday of month except 1st Tuesday.

SAN DIEGO (Calif.)

President—CARL H. HEILBRON, Electric Wiring and Fixtures.

Vice-President—ROSCOE HAZARD, Hardware.

Secretary—CHARLES K. VOORHEES, Grading and Excavating, 304 American National Bank Bldg.

Meetings of the club are held on Thursday of each week at 12:10 p. m.

SAN FRANCISCO.

President—M. LOUIS WOOLEY, Peet Bros. Mfg. Co., 444 Market St. Phone Kearny 2200.

Vice-President—CHAS. M. ELLIOT, Seymour & Elliot, 142 Townsend St. Phone Kearny 2353, J 2773.

Secretary—R. R. ROGERS, Mfg. Chemist, 527 Commercial St. Phones Kearney 150, C. 1505.

Club Headquarters at 803 Humboldt Bank Bldg. Weekly luncheons from 12:30 to 1:30 p. m.

ST. JOSEPH (Mo.)

President—W. A. BODENHAUSEN, Derge-Bodenhausen, Retail Clothiers, 7th and Felix Sts. Phones, Bell 4021; Home 843.

Vice-President—J. W. LEHR, General Contractor, 1712 Frederick Ave. Phones, Bell 527; Home 1337.

Secretary—W. S. ALDRICH, Eckel & Aldrich, Architects, 1105 Corby-Forsee Bldg. Phone, Bell 62.

Meetings of the club are held on the second and fourth Tuesdays of every month.

ST. LOUIS.

President—J. O. CHENOWETH, Cleaning and Dyeing, 1416 Washington Ave. Phones Main 528-29-30, Central 1540-41.

First Vice-President—W. F. STEWART, Pittsburgh Water Heater Co., 1405 Olive St. Phones Main 2458, Central 5457.

Second Vice-President—W. N. CHANDLER, Cleaner Mfg. Co., 2842 Olive St. Phones Bomont 42, Central 4636.

Secretary—A. D. GRANT, Pres. Grant-Orvis Brokerage Co., 202 Commonwealth Trust Bldg.

Club luncheons every Thursday at 12:30, except 1st Thursday of month at 6:30 p. m.

ST. PAUL.

President—WM. H. OPPENHEIMER, Lawyer, 1415 Pioneer Bldg. Phone Cedar 822.

Vice-President—CLARENCE C. GRAY, Hay and Grain Commission, 116 East Third St. Phones Cedar 1590, Tri-State 752.

Secretary—J. W. G. CURTISS, Country Newspaper Advertising, 202 Dispatch Bldg. Phone Cedar 5102.

Club Headquarters at Ryan Hotel. Regular meetings at Ryan Hotel every Monday at 12:15 except the last Monday in month, when meeting is 6:15.

SEATTLE.

President—E. G. SHORROCK, Accountant, Central Bldg. Phones Main 2061, Ind. L 3177.

THE NATIONAL ROTARIAN

Vice-President—G. K. BETTS, Washington Trust Co., Kinnear Apartments. Phones Main 546, Ind. 3553.

Secretary—E. L. SKEEL, Attorney, 58-60 Haller Bldg. Phones Main 6511, Ind. 1043.

Club Headquarters at office of Secretary. Meetings held at the Arctic Club every Wednesday at 12:30 p. m.

SPOKANE.

President—A. F. ROGERS, Paper, Havermale St. Phone Main 3796.

Vice-President—W. T. ELLWANGER, Mgr. Bradstreet's, 207 Hyde Bldg. Phone Main 595.

Secretary—L. F. ALLEN, Typewriters and Supplies, 425 Eagle Bldg. Phone Main 107.

Meetings held every Thursday at 12:15 p. m.

TACOMA.

President—W. C. MORROW, Attorney, Bank of California Bldg. Phone Main 340.

Vice-President—R. H. CLARKE, Mfr. Doors and Sash, Tide Flats. Phone Main 525.

Secretary—WM. G. STEARNS, Real Estate, 301-2 Chamber of Commerce Bldg. Phone Main 543.

Club Headquarters at office of Secretary. Regular weekly luncheon at Tacoma Hotel every Thursday at 12:30 p. m.

WICHITA.

President—HARRY W. STANLEY, Life Insurance, 505 Sedgwick Block. Phone Douglas 1471.

Vice-President—M. E. GARRISON, Pres. Hauser-Garrison Dry Goods Co., 117 E. Douglas. Phone Market 1440.

Secretary—JOHN H. ENGSTROM, Secy.-Treas. Hill-Engstrom Lumber Co., 318 W. Douglas.

Meetings of Club held every Monday of month except months of July and August.

WINNIPEG (Man.)

President—W. J. CLUBB, Cigars and Tobacco, 224 Portage Ave. Phone, Main 2810.

Vice-President—L. J. RUMFORD, Rumford Sanitary Laundry, corner Wellington and Home. Phone, Garry 400.

Secretary—C. J. CAMPBELL, Southam Limited, Tags, Tickets and Labels, 231 Hargrave. P. O. Box 2046. Phone, Garry 2958.

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BALTIMORE (Md.)

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NEWARK (N. J.)

Secretary—C. L. JOHNSON, 81 Market Street.

COLUMBUS (Ohio.)

Secretary—OSMER C. INGALLS, 509 New First Nat'l. Bank Bldg.

OMAHA (Neb.)

Secretary—GEORGE DUNCAN, 110 Bee Building.

DALLAS (Tex.)

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Secretary—L. F. LAWSON, 1027 Granville Street.

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BELFAST (Ireland.)

Secretary—HUGH BOYD, 17 Shaftesbury Square.

LONDON (England.)

Secretary—E. SAYER SMITH, 49 Great Sutton Street, E. C.

DUBLIN (Ireland.)

Secretary—CHARLES M. COGHLAN, Jury's Hotel.

MANCHESTER (England.)

Secretary—ARTHUR PEARCE, 15 High Street.

IF I KNEW YOU AND YOU KNEW ME

If I knew you and you knew me,
'Tis seldom we would disagree;
But, never having yet clasped hands,
Both often fail to understand
That each intends to do what's right,
And treat each other "honor bright."
How little to complain there'd be
If I knew you and you knew me.

Whene'er we ship you by mistake,
Or in your bill some error make,
From irritation you'd be free
If I knew you and you knew me.
Or when the checks don't come on time,
And customers send us nary a line,
We'd wait without anxiety,
If I knew you and you knew me.

Or when some goods you "fire back,"
Or make a "kick" on this or that,
We'd take it in good part, you see,
If I knew you and you knew me.
With customers, two thousand strong
Occasionally things go wrong—
Sometimes our fault, sometimes theirs—
Forbearance would decrease all cares;
Kind friends, how pleasant things would be
If I knew you and you knew me.

Then let no doubting thoughts abide
Of firm good faith on either side;
Confidence to each other give,
Living ourselves, let others live;
But any time you come this way,
That you will call, we hope and pray;
Then face to face each shall see
And I'll know you and you'll know me.

As the author of these lines is unknown
to us, we can not give him the credit that
is due him, but he surely ought to be a
Rotarian.

Washington Crisps

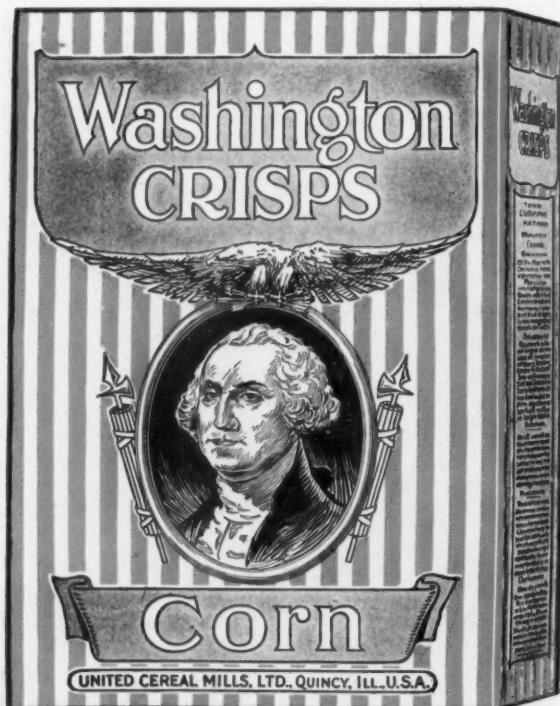
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